

# Kowanyama Aboriginal Shire Council

## Council Meeting Agenda

Tuesday, 16 December 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 (November Special and November 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
  - a. Community Led Teacher Orientation in Kowanyama
- 4.2.2. Agenda reports
  - a. OGM Date Change – February 2026
  - b. Attendance at Forum
  - c. Memorandum Signing
    - i) MOU – Rise Ventures

#### **4.3. Executive Manager Corporate and Financial Services**

- 4.3.1. Information Report: Monthly Update
  - a. Governance
  - b. Finance
    - i) November 2025 Finance Report
  - c. Human Resources
- 4.3.2. Agenda Reports
  - a. Policy and Procedures
    - i) Vehicle Hire Policy September 2019
    - ii) KASC-STAT-009 – Procurement Policy
    - iii) KASC- ADMIN-032 – Vehicle Usage Policy V2

#### **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



Kowanyama Aboriginal Shire Council

# November Council Meeting Minutes

25 November 2025, 10:01AM – 12:04PM

Indigenous Knowledge Centre and Cairns Boardroom

# Table of Contents

1.	Opening/Welcome.....	3
2.	Conflicts of Interest .....	3
	Apologies.....	3
3.	Previous Minutes / Action Items .....	4
4.	Reports.....	4
4.1.	Mayor, Deputy, and Councillor Updates .....	4
4.2.	Chief Executive Officer.....	4
4.3.	Executive Manager Corporate and Financial Services .....	5
4.4.	Executive Manager Roads, Infrastructure and Essential Services .....	7
4.5.	Executive Manager Community Services and Cultural Heritage .....	7
5.	Closed Business.....	8

Unconfirmed

## Present

Indigenous Knowledge Centre	Cr. Territa Dick (Mayor) Cr. Teddy Bernard (Deputy Mayor) Cr. Charmaine Lawrence Cr. Coralie Lawrence Kevin Bell – Chief Executive Officer Mark Crawley – Interim Chief Executive Officer Dan Dixon – Executive Manager Roads, Infrastructure and Essential Services
Cairns Boardroom	Joe Cristaldi – Executive Manager Corporate and Financial Services Paula Auld – Acting Executive Manager Community Services Chris McLaughlin – Acting Manager Governance Danae Maltby – Governance Officer
Apology	Cr Richard Stafford

### 1. Opening/Welcome

Meeting commenced at 10:01AM.

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

Cr Coralie Lawrence opened with a prayer.

Mayor welcomed Mark Crawley who has commenced position as Interim Chief Executive Officer as of 24 November 2025.

Mayor delivered a farewell speech acknowledging the contributions and leadership of the outgoing Chief Executive Officer Mr Kevin Bell, expressing appreciation for his service and commitment to the organisation and the community during his time with Council.

### 2. Conflicts of Interest

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

### Apologies

**RESOLUTION:** That Council accepts the apology of Cr. Richard Stafford for personal commitments.

Moved: Cr. Territa Dick  
Seconded: Cr. Coralie Lawrence

**CARRIED**  
**3 x in Favour**  
**1 x Against**

### 3. Previous Minutes / Action Items

#### a. Previous Minutes

**RESOLUTION:** Minutes (October 2025 Ordinary Council Meeting)

Minutes from the Ordinary Council Meeting 28 October 2025 to be adopted as true and accurate.

Moved: Cr. Territa Dick

Seconded: Cr. Teddy Bernard

CARRIED

#### b. Action Items

Action Items register was noted and tabled.

### 4. Reports

#### 4.1. Mayor, Deputy, and Councillor Updates

Mayor provided summary on activities undertaken in October noting:

- Mayor and CEO attended the LGAQ Annual Conference in Gold Coast and provided an Indigenous Knowledge Centre showcase presentation.
- Mayor has been elected as Chairperson for Torres Cape Indigenous Council Alliance (TCICA)
- Cr. Coralie Lawrence attended the World Indigenous People's Conference on Education in New Zealand and was accepted to speak on various Kowanyama projects within the Health and Wellbeing category.

Action: Cr. Dick to complete Form 3 – ROI Updates to reflect Chairperson position with TCICA.

#### 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.

##### 4.2.2. Agenda Reports

#### a. Council Meeting Dates 2026

**RESOLUTION:** That Council approve dates for the 2026 Council Meetings.

Moved: Cr. Teddy Bernard

Seconded: Cr. Coralie Lawrence

CARRIED

Action: GO to ensure notation is made on the published meeting date post advising that location may vary due to ongoing renovations at the Council Office.

**b. Kowanyama Sport and Recreation Strategy 2025-2035**

**RESOLUTION:** That Council resolves to endorse the Kowanyama Sport and Recreation Strategy 2025-2035 as presented.

Moved: Cr. Teddy Bernard  
Seconded: Cr Charmaine Lawrence

**CARRIED**

**4.3. Executive Manager Corporate and Financial Services****4.3.1. Information Report****a. Governance Update**

Danae Maltby (Governance Officer) and Chris McLaughlin (A/Manager Governance) presented the Governance report to Council. Information report was noted by Council.

Governance report requested consideration of proxy nominations for Council's Audit and Risk Committee by Councillors.

- Cr. Coralie Lawrence and Cr. Charmaine Lawrence accepted as proxies. Report to be submitted to February 2026 Audit and Risk Committee meeting for endorsement.

Chris McLaughlin provided additional updates on projects not mentioned in tabled report:

- Recommendation for CEO arrange meeting with AEA board to continue to progress on the projects and commitments negotiated in the executed MOU.
- Subdivision legal matters have now been settled (subject to sign off by way of Deed) with possession of site anticipated by year end. Next stage will be to proceed with the design of the 19 houses.
- Demobilisation of the Cattle operations (Marshall) has been finalised for 2025 season. Annual Cattle Report will be submitted to January 2026 Ordinary Meeting. We expect that budget has been met.
- Neighbourhood centre ILUA is being funded and now progressing with AEA. Site has been identified for the centre .

**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. Human Resources Information Report**

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

Cr. Territa Dick left the meeting at 10:58am. Cr. Territa Dick returned to the meeting at 11:05am.

#### 4.3.2. Agenda Reports

##### a. Carbon Project – Oriners-Sefton

**RESOLUTION:** That Council resolve to approve transition to new methodology under the Land Restoration Fund (2025 methodology) and give delegation (both procurement and financial) to the Chief Executive Officer to do all things necessary to implement commitments (both financial and otherwise) under the Project Investment Agreement, registration of the new Project (2025 method) and deregistration of the current project (2015 method).

Moved: Cr. Teddy Bernard  
Seconded: Cr Charmaine Lawrence

**CARRIED**

A/Governance Manager Chris McLaughlin left the meeting at 11:18am for the Approved Contractor Report due to COI for submission of application for consultancy services Culturev8. Chris McLaughlin returned to the meeting at 11:22am.

##### b. Approved Contractor List

**RESOLUTION:** That Council, in accordance with section 231(2) Local Government Regulation 2012, endorse the Approved Contractor List for a period of two (2) years, as presented, subject to all specified conditional requirements being satisfied by the listed contractors.

Moved: Cr. Charmaine Lawrence  
Seconded: Cr. Coralie Lawrence

**CARRIED**

Cr. Charmaine Lawrence left the meeting at 11:15am. Cr. Charmaine Lawrence returned to the meeting at 11:22am.

**Note:** Tewlyn Gibbo has been granted "Approved – with Conditions" status.

##### c. CEQ Lease

**RESOLUTION:** That Council resolves to:

1. Acknowledge the long-standing partnership with Community Enterprise Queensland (CEQ) and commends CEQ for over 120 years of dedicated service to remote Indigenous communities;
2. Recognise that the Council does not currently hold tenure over the land on which the community store is located;
3. Support in principle the continuation of CEQ's retail operations on Kowanyama Aboriginal Community as an essential community service provider, and Council's intent to work collaboratively with the State and Traditional Owners to resolve tenure;
4. Endorse in principle the establishment of a 20-year lease agreement with CEQ once tenure is resolved on acceptable terms.
5. Authorise the Chief Executive Officer to liaise with the State, CEQ, and stakeholders to progress tenure discussions and negotiate the future lease framework;
6. Note its intention to seek transfer of the underlying land tenure from the State to Council (as Trustee) and for Council to then act as landlord under the proposed Lease; and
7. Confirm that Council views this partnership as a strategic investment in Kowanyama economic and social future, ensuring stability, employment, and improved local services.

Moved: Cr. Teddy Bernard  
Seconded: Cr. Charmaine Lawrence

**CARRIED**

**Cr. Coralie Lawrence left the meeting at 11:28am. Cr. Coralie Lawrence returned to the meeting at 11:30am**

#### 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.

**Cr. Territa Dick left the meeting at 11:44am. Cr. Territa Dick returned to the meeting at 11:46am.**

##### 4.4.2. Agenda Reports

###### a. Lackon Pty Ltd Service Agreement

**RESOLUTION:** Council resolves to delegate power to the Chief Executive Officer, pursuant to section 257(1)(b) of the Local Government Act 2009, to negotiate and finalise all matters and to execute a contract for the engagement of Lackon Pty Ltd as a contractor of Council for the provision of engineering and environmental consultancy services.

Moved: Cr. Teddy Bernard  
Seconded: Cr. Charmaine Lawrence

**CARRIED**

#### 4.5. Executive Manager Community Services

##### 4.5.1. Information Report

Kevin Bell, (Chief Executive Officer) presented EMCS verbal update to Council. Verbal update was noted by Council.

- Acting Executive Manager Community Services began in November while Council recruits for a permanent position.
- Recruitment for key management positions continues to progress
- Women's Shelter was audited on the Human Services Quality Framework (HSQF) standards in September, and the team are currently working with department to finalise both major and non-conformances noted.
- Council Officers from Women's Services attending the World Indigenous People's Conference on Education in New Zealand with Cr. Coralie Lawrence.
- Christmas donations have been received from local businesses for the Community Christmas event.

## 5. Closed Business

- Nil

Ordinary Meeting closed: 12:14pm

unconfirmed



Kowanyama Aboriginal Shire Council

# **November Special Council Meeting Minutes**

17 November 2025, 10:20AM – 10:34AM

Kowanyama Chambers

## Table of Contents

1.	Opening/Welcome.....	2
2.	Conflicts of Interest.....	2
3.	Closed Business.....	2

unconfirmed

## Present

### Kowanyama Chambers

Cr. Territa Dick (Mayor)  
Cr. Teddy Bernard (Deputy Mayor)  
Cr. Charmaine Lawrence  
Belinda Oliver (Executive Assistant)

### 1. Opening/Welcome

Meeting commenced at 10:20AM.

Mayor Territa Dick welcomed the Councillors to November Special Council Meeting and paid respects to Traditional Owners and Elders (past and present).

### 2. Conflicts of Interest

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

### 3. Closed Business

That pursuant to section 254J(a) of the Local Government Regulations 2012 (Qld), Council resolves to go in closed business for agenda item:

- 3.1 Employment matters

Moved: Cr. Teddy Bernard

Seconded: Cr. Charmaine Lawrence

CARRIED

### Out of Closed Business

Council resolves to move out of Closed Business

Moved: Cr. Territa Dick

Seconded: Cr. Teddy Bernard

CARRIED

### 3.1. Employment matters

**RESOLUTION:** In accordance with s195 of the *Local Government Act 2009* (Qld), Council resolve to:

- Appoint Mark Crawley as Acting Chief Executive Officer via temporary labour hire arrangement supplied by Peak Services Pty Ltd ACN 115 959 021 under Local Buy Prequalified Supplier Arrangement LB334 (Recruitment and Temporary Labour Hire Services) for the period commencing on Monday 24 November 2025 to Friday 6 March 2026 (inclusive), or until such time as Council recruits and appoints a permanent Chief Executive Officer, or the arrangement is otherwise terminated.
- Delegate to Mark Crawley all the powers, responsibilities and authorities of the Chief Executive Officer as prescribed under the *Local Government Act 2009* and other relevant legislation and Council's adopted Register of Delegations (Council to CEO), for the duration of his acting appointment.
- Authorise the Mayor to finalise and execute all necessary documentation to give effect to this resolution, including provision of financial delegation to authorise payment of all invoices pursuant thereto, as and when due.

Moved: Cr. Teddy Bernard

Seconded: Cr. Charmaine Lawrence

**CARRIED**

Meeting closed: 10:34am

Meeting Type	Month	Year	Subject	Action Item	Lead Officer	Current Progress	Current Status
Council Meeting	February	2023	Planning Scheme	AMG to ensure new Planning Scheme consider new cemetery area	EMCFS	<b>June 2025:</b> Funds have been secured through the Scheme Fund and Council has requested a quote and a scope of works to implement the planning scheme. <b>Aug 2025:</b> Engaging contractor to undertake works. <b>Nov 2025:</b> Contractor engaged and looking to hold early discussions with Council in Dec/January.	In progress
Council Meeting	February	2025	RISE Meeting	Chief Executive Officer to contact RISE to ascertain details around fees to support small business establishment	CEO	A meeting has been arranged between CEO and RISE in Cairns on Monday 15th December. Update to be provided at the Council Meeting on the 16th December	In progress
Council Meeting	May	2025	Local Housing Plan	CEO to organise a July Governance Meeting to commence implementation plan for Local Housing	CEO	Meetings have been held with Department and First Nations Housing in October and December. These will be on-going and actions completed in accordance with the Implementation Plan	In progress
Council Meeting	June	2025	RISE – Recruitment	CEO to meet with RISE to ensure recruitment process provides post recruitment feedback to candidates.	CEO	A meeting has been arranged between CEO and RISE in Cairns on Monday 15th December. Update to be provided at the Council Meeting on the 16th December	In progress
Council Meeting	September	2025	Men's Shed	CEO to action capital works at the Men's Shed to make it fit for purpose	CEO	<b>Nov 2025 – Capex</b> information provided in EMRIES information report – funding bodies to be approached for support	On Track
Council Meeting	September	2025	Post Office	EMCSCH to investigate whether Council is able to sell Australia Post Shop products out of the Post Office like many regional stores.	EMCSCH		On Track
Council Meeting	October	2025	Qld Health	CEO to draft letter to QLD Health to outline community issues around airlifting patients promptly.	CEO	<i>N.B. CEO to obtain additional information from Mayor Terri and draft letter to Health.</i>	In progress
Council Meeting	October	2025	Meeting – Community Safety	CEO to arrange a meeting with the Justice Group and Local Police to discuss key community safety issues.	CEO	Meeting request has been forwarded to the Police and Justice Group. An update will be provided to Councillors at the December Meeting if this is achieved prior to the December Meeting in Cairns.	In progress
Council Meeting	October	2025	Community Health and Yard Maintenance	Community Health and Yard Maintenance Communication – CEO to draft and distribute a letter to residents regarding yard tidy and health issues to support Councillor Charmaine's community engagement efforts.	CEO	CEO is preparing a series of Cyclone Season awareness notices for distribution through community groups, notice boards, Council Website and Social Media. We will also prepare a Video Segment with Mayor to encourage Community Clean-up for Cyclone Season preparation.	In progress
Council Meeting	October	2025	Vehicle Hire Policy	GO to review and amend current Vehicle Usage Policy regarding personal use of council vehicles and present to Council in November OM for comment and endorsement	GO	<b>Nov 2025:</b> Currently in development. GO liaising with Council Insurance brokers on appropriate insurance coverage for hire capacity – as Council is <b>not currently</b> insured to hire vehicles as standard car hire. Recommendation will be presented in December's OM. <b>Dec 2025:</b> Agenda report submitted to Dec OM	In progress
Council Meeting	November	2025	Register of Interests	Cr. Dick to complete Form 3 – ROI Updates to reflect Chairperson position with TCIJA.	GO	<b>Dec 2025:</b> Update has been included in Governance Info report	On Track
Council Meeting	November	2025	Council Meeting Dates 2026	GO to ensure notation is made on the published meeting date post advising that location may vary due to ongoing renovations at the Council Office.	GO	<b>Dec 2025:</b> Update has been included in Governance Info report	On Track

#### 4.2.1 – Info Report

Title:	CEO Update
Authority:	Chief Executive Officer
Meeting Date:	16 December 2025

#### **Executive Summary**

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

#### **Key points**

- Interim CEO commenced duties in Community on Monday 24<sup>th</sup> November 2025
- Hand Over discussions commenced with outgoing CEO Kevin Bell
- Attended Council Meeting 25<sup>th</sup> November 2025
- Attended Send-Off BBQ for Kevin and Family at Town Hall
- Discussion with Consultants in relation to Women's Shelter
- Technical Working Group Meeting – 26<sup>th</sup> November
- Community Safety Meeting – 27<sup>th</sup> November
- Inspection at Women's Shelter – Issue with the Flooring
- Discussion with consultants preparing the Youth Strategy
- Final Hand-Over from Kevin. List prepared
- Discussion with Peak Services Grants Management Team in relation to the Council's Projects Listing
- Moved into CEO Residence over the weekend (29<sup>th</sup> and 30<sup>th</sup> November)
- DDC initiated a three-day Disaster Exercise – Cyclone scenario for Kowanyama – initiated 1<sup>st</sup> December. Provided response to DDC in accordance with Exercise request for information
- Met with Che Colling from NBN Co in relation to Kowanyama WiFi. A role is available for a community member 5 hours per week with NBN Co. 23 communities are now connected with free WiFi through the NBN Co initiative.
- Presentation from Mark and Xin in relation to community notice boards
- Provided with a look at the artifacts currently at the Culture Centre by Mark Weaver
- Provided Situation Report for DDC Exercise as requested – 2<sup>nd</sup> December
- RFDS Meeting with Mayor and Deputy Mayor and representatives from RFDS Mental Health Providers
- Meeting with YETI representatives with Mayor and Deputy Mayor re: Youth Strategy – 2<sup>nd</sup> December (see attached – Final Report the Kowie Card)
- Housing Meeting – Local Housing Strategy – Housing Actions is current three pages. Update from Departmental representatives in attendance (via Teams)
- NWQROC Meeting 3<sup>rd</sup> December, also the Water Alliance Meeting, Regional Roads and Transport Group Meeting, and the ROC Executive Meeting.
- Final update to DDC in relation to information/response from KASC for Disaster Exercise 3<sup>rd</sup> December
- NWQROC Meeting – Day 2 – 4<sup>th</sup> December
  - Important consideration – Regional Air Services Routes Review
  - Draft Water Plan – September 2026 – Mitchell Water Plan
- Meeting with Aged Care Manager and Consultant engaged to assist with Governance Review – 4<sup>th</sup> December
- Met with Mayor to discuss recruitment of permanent CEO and engage recruitment consultant to undertake this on behalf of Council
- Worked on Action Items Register to close out outstanding matters from previous meetings
- Consult with Mayor in relation to Closing the Gap funding. See information in Grants Management Attachment
- Teams Meeting with representatives from Department of Families re: HSQS Certification and Recommendations and Implementation 8<sup>th</sup> December
- LGAQ – CEO Session – New Bill via Teams 8<sup>th</sup> December
- Prepared Briefing Paper for visiting Member for Leichhardt Matt Smith MP 9<sup>th</sup> December

- DDMG Briefing upcoming wet season including update from BOM 9<sup>th</sup> December

**Funding Announced**

- Please see attached report from Peak Services

**Funding requested**

- Please see attached report from Peak Services

**Notation:**

That council nominate the Kowanyama Enterprise Accommodation Project and the Women's Shelter as the two projects put forward for nomination under the Closing the Gap Funding and endorse the Chief Executive Office to arrange for the nominations to be completed prior to the closing date.

Attachment: Peak Services Grant Management Update

## Kowanyama Aboriginal Shire Council - Grants Management Update

### Recent Funding Approved

- Council was successful to secure \$8,203,500 from the Disaster Ready Fund to construct the Kowanyama Hub that will include the Disaster Co-ordination Centre and Indigenous Knowledge Centre.  
**Current grant application submitted waiting on funding outcome.**
- **SES Support Grant** to upgrade the SES Facility including replacing flood damaged flooring and walls, refurbishing kitchen and bathroom, amount requested \$147,200.

### Grant applications underway

- **Resource Recovery Boost Fund** requesting \$155,120 to develop a Business Case and Designs to establish a recycling facility in Kowanyama.

### Future Grant Opportunities

- **Remote Community Laundries Program.** Federal funding to establish mobile or fixed laundry for community use. Grant closes 13 February 2026. Exploring potential partnership with Orange Sky.
- **Closing the Gap Priorities Fund.** State funding of \$108M over 3 years to improve critical infrastructure for Aboriginal peoples and Torres Strait Islander peoples living in Queensland's discrete and remote communities.

Council is requested to nominate two (2) projects to be considered for funding. Nominations close 27 February 2026.

It is recommended that Council consider nominating the following projects:

- **Kowanyama Enterprise Accommodation Project.** A strategic initiative aimed at addressing the critical shortage of suitable accommodation for local residents, visiting contractors, service providers, government agency representatives and KASC employees. This project proposes to relocate the existing Contractors Camp to free up land to build new social housing. The Contractors Camp would move to the proposed Enterprise Accommodation Hub Precinct to be established in Papunthrrkunt Street adjacent to the Training Centre. This Accommodation Hub would include:
  - Contractors' accommodation
  - Staff housing
  - Additional accommodation at the Training Centre.

For further information refer to *Kowanyama Accommodation Feasibility Study*

- **Women's Shelter Upgrades Project.** The Women's Shelter has reached its end of life and needs to be replaced. This project proposes to demolish the existing facility and construct a new purpose-built facility to provide accommodation for women and children escaping domestic and family violence.

A grant application was submitted to the Federal Crisis and Transitional Accommodation Program in November 2024, however, was unsuccessful.

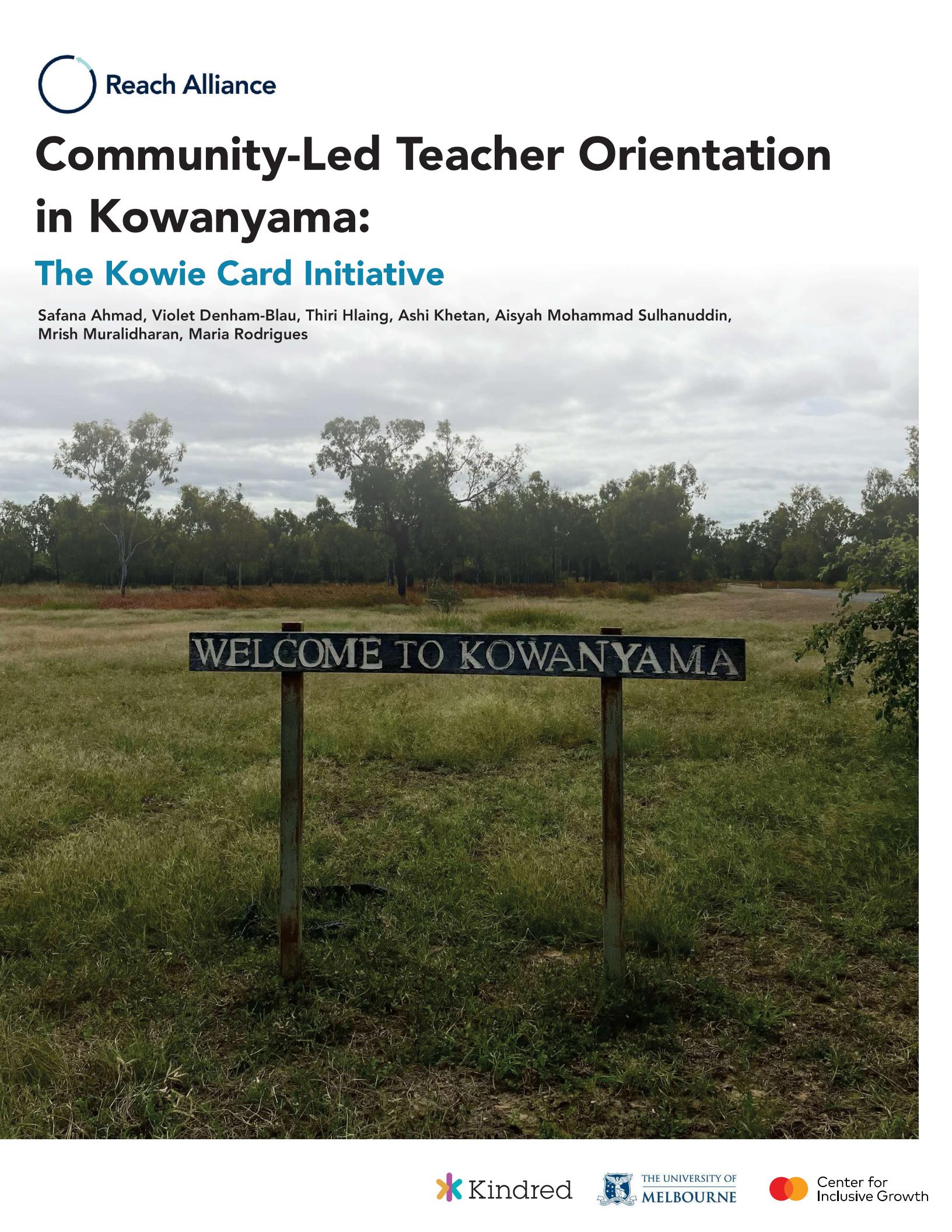
- **Women's Meeting Place Stage 2** there maybe potential to incorporate the Women's Shelter upgrades together with the Women's Meeting Place Stage 2 project.

- **Walking Local Government Grants 2026-27.** State funding to assist local governments to prepare walking network plans and deliver walking infrastructure. Anticipated to open late 2025/ early 2026. This funding would enable a Walking Network Plan to be prepared that could be used to apply for future funding such as the Active Transport Fund.

Attachment: Final Community Led Teacher Orientation in Kowanyama – The Kowie Card Initiative

# Community-Led Teacher Orientation in Kowanyama: The Kowie Card Initiative

Safana Ahmad, Violet Denham-Blau, Thiri Hlaing, Ashi Khetan, Aisyah Mohammad Sulhanuddin,  
Mrish Muralidharan, Maria Rodrigues



WELCOME TO KOWANYAMA

# The Reach Alliance

---

The Reach Alliance is a consortium of global universities — with partners in Ghana, South Africa, Mexico, Canada, United States, United Kingdom, Australia, and Singapore — developing the leaders we need to solve urgent local challenges of the hard to reach — those underserved for geographic, administrative, or social reasons. Working in interdisciplinary teams, Reach's globally minded students use rigorous research methods to identify innovative solutions to climate, public health, and economic challenges. The United Nations Sustainable Development Goals (SDGs) provide inspiration and a guiding framework. Research is conducted in collaboration with local communities and with guidance from university faculty members, building capacity and skills among Reach's student researchers.

The power of the Reach Alliance stems from engaging leading universities to unleash actionable research insights for impact. These insights have been published in numerous journals such as *The Lancet* and *BMJ Global Health* and are being used by policymakers and sector leaders, such as the Government of Canada and the *Stanford Social Innovation Review*, to catalyze impact around the world.

The Reach Alliance was created in 2015 by the University of Toronto's Munk School of Global Affairs & Public Policy, in partnership with the Mastercard Center for Inclusive Growth. It is guided by an advisory council of leaders in academia, and in the private, public, and nonprofit sectors who help to drive impact, influence and scale, and support fundraising efforts.



UNIVERSITY OF CAPE TOWN  
IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD



HOWARD  
UNIVERSITY



THE UNIVERSITY OF  
MELBOURNE



Tecnológico  
de Monterrey



UNIVERSITY OF  
OXFORD



SMU  
SINGAPORE MANAGEMENT  
UNIVERSITY



UNIVERSITY OF  
TORONTO

Note: Authors are listed alphabetically with the faculty mentor listed last.

Cover photo: Welcome to Kowanyama signage at the entrance of the town  
(photo by YETI)

WELCOME TO KOWANYAMA



# Acknowledgements

---

We begin by acknowledging the Traditional Owners of the land on which this research took place — the Kokoberra, Kokomenjen, and Kunjen peoples of Kowanyama. We also acknowledge the Traditional Owners of the unceded lands where we live, learn, and work, the Wurundjeri Woi-Wurrung and Boon-Wurrung peoples of the Kulin Nations. We pay our deep respects to the Elders past, present, and emerging, and honour their enduring connection to Country, culture, and community.

This research was made possible through the invaluable support of the University of Melbourne and the Reach Alliance. We extend our sincere gratitude to Professor Adrian Little, the university's pro vice-chancellor, and the Office of Research Ethics and Integrity. A special and heartfelt thanks go to our project supervisor, Maria Rodrigues, and Kindred project representative Kirsty McKellar, whose mentorship and unwavering support guided us through this journey.

We extend our immense gratitude to our partners at Youth Empowered Towards Independence (YETI), especially Helen Travers, the Schools Up North (SUN) program coordinator, whose collaboration, along with Danielle Williams, and Dr. Ernest Hunter from YETI was instrumental to our fieldwork. Our research would not have been possible without the partnership of the Kowanyama Aboriginal Shire Council and the Kowanyama State School.

Finally, and most importantly, we express our profound gratitude and solidarity to the people of Kowanyama. We thank the Elders, Traditional Owners, KASC Rangers, community providers, teachers, and students who so generously shared their time, stories, and wisdom with us. Your willingness to welcome us into your community and guide our learning was the heart of this project.

This research received ethics approval from the University of Melbourne Human Research Ethics Committee (Approval ID: 33013).



Contribution	Contributor (initials)
Conception or design of the work	AK, AMS, MM, SA, THY, VDB, MR
Data collection	AK, AMS, MM, SA, THY, VDB, MR
Data coding	AK, AMS, MM, SA, THY, VDB, MR
Data analysis and interpretation	AK, AMS, MM, SA, THY, VDB, MR
Drafting of the case study report	AK, AMS, MM, SA, THY, VDB, MR
Critical revision of the case study report	AK, AMS, MM, SA, THY, VDB, MR
Final approval of the version to be submitted	AK, AMS, MM, SA, THY, VDB, MR

---

## Contents

Executive Summary .....	1
Context: Socio-historical Determinants of Education in Kowanyama and Broader Remote Aboriginal Communities .....	2
About Our Research .....	4
Kowanyama As a Hard-to-Reach Community.....	5
About the Kowie Card: Program and Operations.....	8
Challenges and Barriers .....	11
Current Strengths .....	13
Future Vision: Sustained Engagement .....	15
Lessons Learned .....	17





**FIGURE 1.** The research team with supervisor, Maria, YETI program representatives, Danielle and Helen, and community members at the entrance of the town

## Executive Summary

Kowanyama, a remote Aboriginal town in Far North Queensland, continues to feel the effects of colonization, church missions, and intergenerational trauma. Like many places across remote Australia, it struggles with teacher retention. Research shows that lack of cultural understanding and community connection are key drivers of teachers' early departure.<sup>1</sup> Teachers' capability to deliver the curriculum meaningfully and form supportive relationships with students and families is deeply predicated on their understanding of the local community context.<sup>2</sup>

To address these barriers, Youth Empowered Towards Independence (YETI), in partnership with the Kowanyama Council and Kowanyama State School, has developed the Kowie Card through

its Schools Up North (SUN) program. The Kowie Card is a community-led teacher orientation tool that introduces newcomers to both contemporary and cultural knowledge, protocol, and practices through experiential activities such as on-Country visits, blessings, and meetings with Elders and community leaders. The initiative builds trust between teachers and families, enhances cultural safety in classrooms, and strengthens local autonomy. Since its introduction, it has aimed to improve teacher retention, support student engagement, and create opportunities for youth involvement and community enterprise.

Our research focused on the design and implementation of the Kowie Card to understand its impact, challenges, and potential for scalability. Despite barriers such as high staff turnover, fragmented funding, and community skepticism caused by past "broken promises," the initiative

1 "Red Dirt Education: A Compilation of Learnings from the Remote Education Systems Project," Ninti One, 2016. ↗

2 Allison S. Willis and Peter R. Grainger, "Teacher Wellbeing in Remote Australian Communities," *Australian Journal of Teacher Education* 45, no. 5 (2020):18–37; Peter J. Anderson, Sun Yee Yip, and Zane M. Diamond, "Getting Schools Ready for Indigenous Academic Achievement: A Meta-synthesis of the Issues and Challenges in Australian Schools," *International Studies in Sociology of Education* 32, no. 4 (2023): 1152–75.

demonstrates that culturally grounded orientation can help transform the relationship between noncommunity members — “outsiders” — and members of the Kowanyama community.

Our findings highlight four key lessons on how the Kowie Card contributes to stronger education outcomes: building trust through respect and cultural authority, embedding relational rather than transactional engagement, creating pathways for youth empowerment and economic development, and ensuring sustainability through community-led leadership and ownership.

---

## Context: Socio-historical Determinants of Education in Kowanyama and Broader Remote Aboriginal Communities



**FIGURE 2.** The Mitchell River Mission in 1919, site of present-day Kowanyama (photo by State Library of Queensland) 

The history of Kowanyama is important when contextualizing the community’s current challenges, notably in terms of inequitable education outcomes, high teacher turnover, and cultural connection in schools. This history has a direct connection with the legacies of colonialism, restrictive dynamics of church missions, and systemic disparities that continue to impact educational outcomes today.

In the early 1900s, the Anglican Church established the Mitchell River Mission in Kowanyama. As community members narrated, Aboriginal children were separated from their families, “corralled into dorms,” and placed in mission schools where they were taught basic literacy, Christianity, and skills for manual labour.<sup>3</sup> The dormitory system of the 1910s to the 1960s routinely denied children familial contact across formative “tender” years and structured “discipline” years, significantly limiting their access to both deep emotional support and parental guidance across childhood and adolescence.

Local community members we interviewed, like many other Aboriginal families around the nation, continue to carry memories of racist policies, which can result in hesitancy or mistrust toward schools.<sup>4</sup> Under such policies, children were often punished for speaking their own languages or following local customs, which furthered a deep cultural loss. Because education was a vehicle for assimilation, it created intergenerational distrust in formal education that still influences schooling today.<sup>5</sup> For students, this legacy often shows up as reduced engagement, feelings of cultural disconnection, and barriers to building strong relationships within the classroom with non-Indigenous teachers.

In 1967, the Queensland Government took control of Kowanyama from the church. Through

3 “Community,” Kowanyama Aboriginal Shire Council. 

4 In this study we use the words *Aboriginal* and *Indigenous* because they are the preferred terms in Kowanyama. We recognize the broad diversity in language in how First Nations groups across Australia identify.

5 “Bringing Them Home,” Australian Human Rights Commission, 2019. 

the 1980s Indigenous communities in Queensland were given limited governance responsibilities (a Deed of Grant in trust with shires, including the Kowanyama Aboriginal Shire Council) formed two decades later. Elder community members recounted that despite this shift, the legacy of underfunded schools, limited family support, and cultural disconnection persisted in the late 20th century. Schools, which remained under state government jurisdiction, often lacked resources, experienced teachers, and culturally appropriate teaching methods.

Before Europeans arrived, Aboriginal people in the region passed down knowledge through oral traditions, storytelling, and cultural practices. Education was deeply connected to land, kinship, and spirituality.

Colonization disrupted these systems. Today, education in Kowanyama is still marked by systemic and structural inequality. Aboriginal students in remote Queensland consistently record lower attendance rates, test scores, and graduation outcomes compared to the state average.<sup>6</sup> This reflects broader systemic inequities in Australian education. Students in remote Indigenous communities often do not have access to the same levels of teaching, facilities, or pathways to higher education as students in cities.<sup>7</sup>

One of the biggest challenges in Kowanyama is teacher retention. Educators, often early career teachers, arrive from outside the community and may stay for only short periods. Many of these teachers, often new to teaching and/or remote living, are thrust into a complex environment without prior exposure. The experience, therefore, is marked by "culture shock" as teachers called it,

where geographical isolation, limited resources, and an unfamiliar cultural landscape can feel overwhelming. For teachers just beginning their careers, this combination of inexperience and disconnection can quickly erode confidence and motivation, contributing to the high turnover that disrupts learning and makes it difficult to build trust between teachers, students, and families.

With little understanding of the community's history, values, and languages, new teachers can struggle to make lessons feel relevant or connected to students' lived realities. The local community emphasized that when young people could not see their identity reflected in the classroom, their engagement and confidence would suffer. This gap underscores why the Kowie

Card initiative was created: to provide teachers with a grounding in local community practices and protocols, knowledge, and ways of relating, so they can begin their

journey in Kowanyama not as outsiders, but as welcomed participants in community life.

Within today's landscape of relative stability, the Kowanyama State School now works more closely with the local council and families. Despite historical challenges, the people of Kowanyama demonstrate resilience. Programs that teach children about their land, language, and traditions, while also focusing on literacy and numeracy, have begun to proliferate — helping to strengthen both their cultural identity and academic success. Supplementing this ongoing "healing" process, as locals described, are community-led initiatives like the Kowie Card, which primarily aim to improve teacher retention so that students can receive more consistent support for their learning and emotional well-being.

<sup>6</sup> "Service Delivery in Remote and Discrete Aboriginal and Torres Strait Islander Communities," Queensland Productivity Commission, 2017.

<sup>7</sup> "Closing the Gap," Australian Government, 2020. ↗

## About Our Research

This case study was conducted by a team of six student researchers from the University of Melbourne's Reach Alliance, in direct partnership with Youth Empowered Towards Independence (YETI). Our work was guided by a participatory research (PR) approach, ensuring the entire project — from initial design to final validation — was collaborative and aligned with the Kowanyama community's priorities.<sup>8</sup>

We sought to learn how the Kowie Card initiative could engage teachers and empower community providers in Kowanyama. We wanted to understand not only the program's operational successes and challenges but also to consider its potential for wider impact. The Kowie Card initiative aligns directly with several of the United Nations' Sustainable Development Goals (SDGs).



### PRE-FIELDWORK PREPARATION AND CO-DESIGN

Before travelling to Kowanyama, our team undertook rigorous training to prepare for culturally sensitive and ethical fieldwork. The research design itself was an iterative process, shaped with input from YETI and key Kowanyama stakeholders. This foundational work ensured that our research questions and methodologies

were developed in partnership to be respectful, relevant, and of genuine value to the community.

### FIELDWORK METHODOLOGY

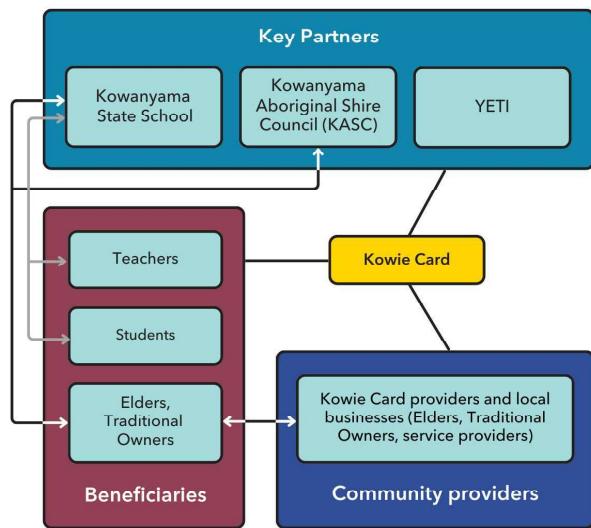
During our week-long fieldwork in Kowanyama, we combined qualitative discussions with participant observation. We conducted fourteen sessions, two of which were focus groups and the rest were interviews. Some participants took part in both an interview and the focus group sessions, enabling a combination of individual and collective insights to emerge. Our study involved approximately 22 participants across three main — but at times overlapping — groups:

- **Teachers.** We facilitated focus groups before and after undertaking Kowie Card activities followed by semi-structured interviews with teachers to capture their expectations and experiences with the Kowie Card.
- **Community providers.** We engaged Elders, cultural workers, and local business owners in focus groups to gain insights into the historical context of Kowanyama and explore the program's potential for intergenerational knowledge-sharing and economic opportunities.
- **Key partners.** We held a series of interviews with leaders from YETI, the Kowanyama Aboriginal Shire Council, and the Kowanyama State School to understand the institutional context and pathways to sustainability.

Alongside recording and taking notes in these structured sessions, our team acted as participant observers during Kowie Card activities, learning directly from on-Country experiences as recommended by our community partners. Being out "on Country" in First Nations' cultures refers to spending time on one's traditional lands to learn from culture, ancestors, and the environment — signifying an ongoing personal and spiritual connection to the land they come from.<sup>9</sup>

<sup>8</sup> Lisa M. Vaughn and Farrah Jacquez, "Participatory Research Methods — Choice Points in the Research Process," *Journal of Participatory Research Methods* 1, no. 1 (2020): [🔗](#)

<sup>9</sup> Mick Dodson, quoted in "Acknowledgement of Country," Reconciliation Australia, 2025. [🔗](#)



**FIGURE 3.** Kowie Card stakeholder diagram outlining participants in the study. Note the overlapping nature of and relationships between various groups, linked in arrows.

## DATA ANALYSIS AND COMMUNITY VALIDATION

Our post-fieldwork process involved a thematic content analysis of our written notes to identify recurring patterns related to engagement, impact, and reach. In line with our commitment to Indigenous data sovereignty, we shared preliminary findings with YETI and Kowanyama stakeholders, aiming to ensure that the final narrative would remain community owned and accurately reflect participants' lived experiences.

## Kowanyama As a Hard-to-Reach Community

As a remote Indigenous community in Australia's north, Kowanyama faces a range of intersecting geographical, social, and systemic challenges that have greatly hampered the sustained engagement of students, teachers, and the wider community within the formal education sector.

## THE PHYSICAL: GEOGRAPHICAL CHALLENGES

Kowanyama refers to the "place of many waters" in the local Yir Yiront (Kokomenjen) language and is situated along the Magnificent River on the lesser-reached western side of the Cape York Peninsula. The climate and location of the town present geographical challenges. Because of the historical focus on economic development along the eastern side of the cape (see Figure 4), access points and infrastructure surrounding the town are minimal, limiting its connectivity with other regions throughout the year.

As part of a tropical climate, Kowanyama experiences two distinct seasons annually: wet season (November to May) and dry season (June to October). While the town is often serviced by "road trains" — long, multi-trailer trucks travelling vast distances — during the dry season, flooding is constant during the wet season with fly-in-fly-out services that continue all year round for wider community needs. Transportation limitations have directly impacted the school's operations. For example, one staff member noted a particular instance when planned class activities could not go ahead because "they didn't have pencils." Such challenges are further exacerbated by climate change — the community today faces greater weather impacts that threaten local infrastructure and long-held cultural practices.<sup>10</sup>

These geographical contexts are challenging for incoming teachers to navigate, leading to experiences of culture shock during adjustment to remote living that can dampen the initial teaching experience. While the local community also experiences this remoteness, not everyone views the town's isolation in a wholly negative light. Drawing upon the history of displacement and destruction faced by Aboriginal Australian communities from external actors, some community members we interviewed acknowledged that the town's isolation acted as "conservation and protection" of the culture for future generations.

10 Holly Richardsoan and Mark Rigby, "Kowanyama Traditional Owners Fear Climate Change Is Happening Before Their Eyes," ABC News, 2 June 2023. ↗



**FIGURE 4.** Location of Kowanyama in Australia (left) and the Far North Queensland (FNQ) region (right). Note the main road (yellow line) along the eastern side of the Cape York Peninsula, as a major point of access to the region where most of the region's development has occurred.<sup>11</sup>

## THE SOCIAL: “BROKEN PROMISES” AFFECTING STUDENTS AND COMMUNITY

Like other communities within the Cape York region, the residents of Kowanyama experience high rates of socioeconomic disadvantage because of colonial government policies that embodied a culture of neglect toward Aboriginal groups.<sup>12</sup> Community members across generations repeatedly drew a direct link between the region’s past, and the difficulties they experience today. Many described how ostensibly good-faith social and economic development initiatives have ultimately had

adverse consequences for the community because of inadequate planning and resources, tight government funding cycles, and the pressure of wider objectives that severely conflict with community interests. People consider the short-lived initiatives that do occur yet another “broken promise” when they fail to meaningfully benefit the community.

This cycle has engendered feelings of weariness and mistrust toward external agencies working within the community, such as in health, law enforcement, and education sectors, impeding the reach of future engagement strategies. For example, the provision of child-

*Community members across generations repeatedly drew a direct link between the region’s past, and the difficulties they experience today.*

11 “Cape York History,” Moreton Telegraph Station Cape York, 2016. ↗

12 “Determinants of Health for First Nations People,” Australian Institute of Health and Welfare, 2 July 2024. ↗

friendly facilities such as the local public water park or classroom woodworking equipment were accompanied by inadequate support for maintaining such services — leaving them unused, left to break down, and unable to sustainably promote learning and play.

For local students, the failure of these sectors to address the wider community's long-term needs has coalesced into various behavioural and health challenges that affect their ability to engage with the school environment. Students sometimes come from complex family backgrounds with lived experiences of trauma, domestic violence, and suicide. Within the wider community, these conditions are reflected in a local life expectancy of 53 years old — which is significantly lower than the state average<sup>13</sup> — and high rates of both mental and physical health problems.<sup>14</sup> Both community members and teachers noted that developmental disabilities and chronic health conditions were common in the community, in part stemming from the prevalence of alcohol and substance exposure during stages of early life.

Despite such barriers, informal community-based well-being infrastructure has survived in Kowanyama in the face of adversity. Local Elders and other community stakeholders share a culture of willingness and ambition to improve the quality of life for the younger generations. They recounted how Elders support students by regularly checking on their well-being and support strong parental engagement in their children's learning journey. Students are also encouraged to partake in activities such as hunting and fishing to foster culturally significant connections with the land. While the community is receptive to such initiatives, cultural disconnect by government has led to missed opportunities to platform these culturally informed approaches within state-funded service structures, such as in clinics or schools.

## THE SYSTEMIC: CHALLENGES LIMITING ENGAGEMENT WITH THE EDUCATION SYSTEM

Embedded within the education system are practices and policies that limit the depth of relationship building between teachers and students, leaving students harder to reach. Recent government incentives for first-year teachers to relocate and practise in regional schools around Queensland have contributed to what community members described as a "revolving door" of younger, newer teachers who are limited in their understanding of students' contexts. Community members felt that when teachers had previously stayed for many years, they were better able to bond with students, families, and the community, and therefore provide additional well-being support to students.

Now, more experienced teachers and members of the wider community have noted a turning point in the years following the COVID-19 pandemic. Policy setting, limiting teachers' ability to access families on the one hand, and community members' ability to access and participate within the school on the other, converged. This has translated into fewer school–community interactions, limiting the development of deep connections between teachers, students, and their families.

Pedagogical approaches further the difficulties in reaching students. In an institution that approaches education in a standardized format, students must juggle conflicting knowledge systems and cultural responsibilities from beyond the school grounds. Because many students speak local Indigenous languages and Kowanyama Creole, they are attending school in their second or third language. Some long-term teachers have suggested that this language barrier has directly played into classroom engagement

13 John Paul Janke, "These Are the 'Real' Indigenous Election Issues," InDaily SA, 20 April 2025. [🔗](#)

14 Lara Wieland and Gail Abernathy, "Aeromedical Retrievals As a Measure of Potentially Preventable Hospitalisations and Cost Comparison with Provision of GP-led Primary Health Care in a Remote Aboriginal Community," *Rural and Remote Health* 23, no. 2 (2023): 7676 [🔗](#); "Clinical Services Plan 2019–2029," Torres and Cape Hospital and Health Service, State of Queensland, 2019. [🔗](#)

levels. Students tend to be more receptive to the school environment when they can learn in their preferred language.

## About the Kowie Card: Program and Operations



**FIGURE 5.** Development history of the Kowie Card within the SUN program

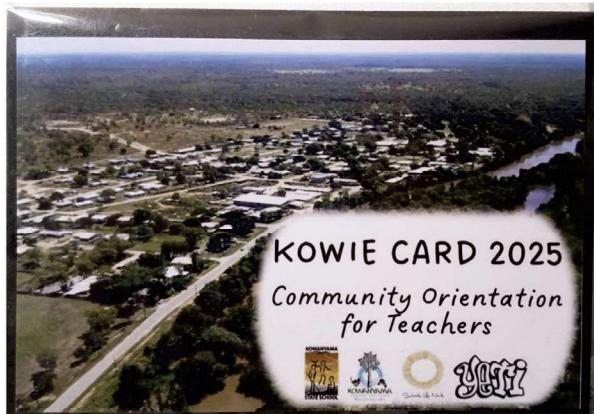
## A COMMUNITY-LED APPROACH TO TEACHER ORIENTATION AND CULTURAL CONNECTION

The Kowie Card, with Kowie being local slang for Kowanyama, is a locally co-designed initiative developed through YETI's Schools Up North (SUN) program in Kowanyama, emerging from a context-informed needs analysis to improve mental health outcomes and educational engagement for Aboriginal and Torres Strait Islander students. Rooted in collaboration, the Kowie Card was conceived in 2023 during workshops that brought together the Kowanyama Council, school staff, community organizations, and SUN facilitators, with the shared goal to address the challenges that new teachers face entering a culturally rich, remote, and complex environment. Its first iteration as a program began in 2024, running at intervals throughout the school year for incoming teachers.

The Kowie Card is a practical, reflective tool in the form of a “passport” that guides new educators through a series of meaningful, community-led activities designed to build trust, deepen understanding, and strengthen connections between teachers, schools, and the broader Kowanyama community. It highlights the specificity of Kowanyama community culture, as opposed to the more general “Aboriginal cultural awareness” training that is more commonly offered to government employees. At its core, the Kowie Card supports SUN’s Indicator 2: “Capacity for Preparation — orientation and support for new teachers,” by moving beyond mainstream models of cultural awareness training that some argue can lead to superficial or “tick-box” engagement by external stakeholders. Rather than positioning culture as a body of knowledge to be passively received, the Kowie Card fosters relational, experiential learning that prioritizes connection, respect, and well-being. Importantly, it is not a cultural induction, but instead a contemporary community orientation that provides opportunities for relationship-building with community members, enabling teachers to develop their knowledge and awareness of cultural protocols.

As teachers engage in each experience, they acquire stickers in their Kowie Card, representing meaningful milestones in their journey of connection and orientation. The structure is intentionally flexible, designed to adapt to seasonal conditions, community events, and local availability, to remain responsive to the rhythms and priorities of Kowanyama life. This flexibility supports consistent engagement, even in challenging circumstances, by allowing experiences to be rescheduled or reimagined in collaboration with community leaders and the SUN team.

### ANATOMY OF THE KOWIE CARD: KEY ACTIVITIES AND COMMUNITY ENGAGEMENT



**FIGURE 6.** Kowie Card “passport,” which includes different activities to complete

Each activity embedded in the Kowie Card orientation is facilitated by community members and designed to create authentic dialogue and mutual understanding. What follows are some examples of orientation activities.

- **Car Crossing Blessing.** As a long-standing cultural tradition for welcoming newcomers to Kowanyama, this on-Country ceremony is held at a culturally significant community site known as the “Car Crossing.” It is led by community members and introduces teachers to local history, protocol, and spiritual connection to land. Through storytelling, photo handouts, and a formal blessing,

teachers are welcomed to Kowanyama in accordance with local custom — a powerful act of cultural respect and inclusion.

- **Welcome to Kowanyama Township.** Conducted by Cultural Advisors, this event formally welcomes new school staff to the community. It provides insight into the deep connections between community members and Country, while clarifying the importance of permissions and protocols when accessing specific family areas.
- **Council Meet and Greet.** A dialogue session with the Kowanyama Aboriginal Shire Council (KC), where teachers meet the mayor and councillors, learn about the council’s governance role, and explore both professional and personal opportunities for engagement within the community.
- **Time Trails Screening and Discussion.** This interactive session features a screening of *Time Trails*, a socio-historical short film developed by YETI in collaboration with local community members. The film explores the ongoing impacts of colonial policies, displacement, and intergenerational trauma on community life today. Facilitated by a psychiatrist with decades of experience working with children and families in Kowanyama, the discussion that follows supports educators in deepening their historical understanding, fostering empathy, and building their capacity to support students’ mental health and well-being.
- **Meeting with KASC Cultural Support Advisors.** Teachers meet with local Kowanyama Aboriginal Shire Council (KASC) Cultural Support Advisors to learn about the advisors’ vital role in bridging the school and community. These ongoing relationships offer teachers culturally informed guidance and support, helping to create a safer, more responsive, and inclusive school environment.



**FIGURE 7.** Members of the research team and Kowanyama State School teachers with community members during the presentation as part of the "Car Crossing Blessing"

- **Participation in community events.** Teachers are encouraged to attend and photograph their involvement in key cultural and social events such as the Kowanyama Rodeo, DOGIT Day, NAIDOC Week celebrations, or sporting carnivals.<sup>15</sup> These informal interactions help build relationships beyond the school gates, fostering belonging and visibility within the wider community.
- **Meet and Greet with Kowanyama Rangers.** Teachers learn about the vital work of the rangers — including land management, youth engagement, and safety protocols — and explore opportunities for collaborative projects that link curriculum with on-Country learning.

## IMPACT AND ALIGNMENT WITH SUN GOALS

By grounding community orientation in relationship building rather than information transfer, the Kowie Card aims to directly address one of the most pressing challenges in remote education: high teacher turnover. It aims to enhance teacher readiness, promote cultural safety, and nurture a sense of belonging that supports longer-term retention. It provides opportunities for teachers to enter the community with humility, curiosity, and respect — qualities essential for building trust with students and families. The Kowie Card would serve as a crucial relationship-building link, as community members highlighted that "by knowing people in the

15 DOGIT Day marks the anniversary of the local "Deed of Grant in Trust," a trusteeship that legally granted the local council and community rights over land. NAIDOC Week is a national annual observance that celebrates the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC stands for National Aboriginal and Islanders Day Observance Committee.

community, [teachers would] know how to teach the kids."

At its core, Schools Up North (SUN) aims to create sustainable, culturally grounded education environments

where both students and teachers can thrive. The initiative works to advance SUN's broader objectives by:

- Strengthening context-informed teacher agency,
- Fostering supportive and inclusive school environments, and
- Enabling early identification and intervention for students with unmet mental health or developmental needs.

With community-led innovation in mind, the Kowie Card demonstrates the power of local ownership and co-design. It is not a stand-alone tool, but part of a dynamic ecosystem of partnerships between school, community organizations, and external agencies. In centring Kowanyama voices and lived experience, the Kowie Card affirms that sustainable educational change begins not from the outside in, but from the ground up or both.

***The Kowie Card would serve as a crucial relationship-building link, as community members highlighted that "by knowing people in the community, [teachers would] know how to teach the kids."***

programmatic limitations, and the nuanced cultural dynamics of Kowanyama. They create a constant tension between the program's aspirations and the on-the-ground realities that teachers, community members, and organizers face.

## SYSTEMIC AND BUREAUCRATIC BARRIERS

The program is frequently challenged by external systems that are misaligned with the needs of a remote, community-led initiative. A primary obstacle is the friction between rigid government bureaucracy and the fluid, relational dynamics that are often part and parcel of remote, Aboriginal community life.

Regulations like the Blue Card, a check system that screens legal records of those aiming to work or volunteer in child-related sectors, have changed the nature of teacher-community relationships because the requirement for safety checks now limits the participation of some parents in school activities. Although such administrative checks to work with children are an important way to maintain the safety of young people, an imperfect system like the state-regulated Blue Card creates barriers for community members who have been involved with the justice system to take up formal or paid roles in school activities.

Even local fire safety rules have introduced difficulties. Community members recalled a time when teachers and families connected organically through school barbeques, "Kup Murri" gatherings,<sup>16</sup> and on-Country camps — activities that now require time-consuming permits and risk assessments. These culturally rich opportunities have been largely replaced by more formally structured events within school grounds.

## Challenges and Barriers

The Kowie Card initiative holds significant promise, and its successful implementation and long-term impact will be achieved by strategically navigating its complex and interconnected challenges. These barriers are not merely logistical hurdles; they are deeply rooted in systemic inefficiencies,

<sup>16</sup> A Kup Murri is a shared community feast in Aboriginal and Torres Strait Islander traditions involving food cooked in ground oven pits. It can be carried out during celebrations like NAIDOC Week, as well as in general community gatherings.

Some community members perceive the change as a modern manifestation of historical colonial attitudes, where state-imposed rules, ostensibly designed for safety, inadvertently recreate a sense of separation and distrust, preventing the very relationships the Kowie Card aims to foster.

The Kowie Card attempts to operate within a complex institutional landscape. Participants' indicated a belief that government departments are more focused on the system's priorities than the community's needs and expectations. This was highlighted, for example, by the fact that the Kowanyama Council cannot mandate the program for new

Kowanyama-based service providers; it can only be recommended.

The lack of a unified, cross-sectoral approach limits the initiative's

potential to become a truly integrated community-wide orientation process.

The initiative's stability is threatened by current short-term funding models, aligned to financial, not school, years. This can lead to programs being abruptly cut off mid-year, disrupting momentum and eroding trust. The fluctuating availability of resources (i.e., time, money, and facilitators) means that program management often becomes an add-on duty for already overburdened staff, rather than a designated, properly resourced role.

## PROGRAMMATIC AND OPERATIONAL CHALLENGES

Beyond systemic issues, the practical delivery and long-term viability of the Kowie Card face significant operational challenges rooted in the context of both community capacity and remote education. Teachers want the Kowie Card process to be embedded in the school's daily

routine, creating more opportunities for organic connections and moments to be built upon regular community briefings or classroom visits from local Elders. Frequent arrivals and departures of teachers create further pressure for individual activities to be repeated throughout the year. This requires a consistent and ongoing level of collaboration and organization between school staff, Kowie Card facilitators and service providers, and council. This level of coordination leads to significant time and financial demands that organizers cannot currently sustain.

A key concern that stakeholders shared is that the program's future is uncertain, with its continuity depending heavily on the passion of its current champions. There is a palpable fear that future

council members or a new school principal may not perceive the program as valuable, leading to its discontinuation. The planned handover to the council presents an important opportunity to ensure the initiative's long-term sustainability. To counter a pattern of projects losing momentum after a key leader departs, the next crucial step is to build deep institutional investment and clarify the roles of those who will champion the program into the future.

## COMMUNITY AND CULTURAL DYNAMICS

At its heart, the Kowie Card must navigate deep-seated cultural barriers and the complex dynamics of a community grappling with historical trauma and rapid change. A significant barrier is the mutual apprehension between newcomers and some community members. While teachers are nervous about making cultural mistakes, Kowie Card activities provide a safe space where they can engage joyfully and ask questions confidently. Simultaneously, experiences with colonialism and

the forced removal of Aboriginal children have created deep-seated mistrust, making some Elders and knowledge holders hesitant to share, concerned about the need to protect their cultural and intellectual property. This creates a challenging dynamic where, as one teacher noted, two groups (nervous newcomers and protective Elders), who want the same positive outcomes for the community's children, remain wary of one another.

Organizers must carefully navigate the varied cultural landscape of Kowanyama's different groups (Kokoberra, Kokomenjen, and Kunjen) to ensure inclusivity and avoid perceptions of favouritism. This is made more difficult by the need to schedule around unpredictable but culturally vital commitments like Sorry Business (a community-wide extended ceremonial grieving process) which can lead to frequent cancellations. Furthermore, while the vision is for community members to lead, some may lack confidence or administrative skills (e.g., invoicing, digital literacy) to run activities independently, highlighting a need for targeted capacity strengthening.

## PULLING IT ALL TOGETHER

The Kowie Card faces significant systemic barriers, such as bureaucratic rules that inhibit relationship building. Operationally, it must grapple with high teacher turnover that can create engagement fatigue, and the significant challenge of ensuring the program's sustainability through leadership transitions. Culturally, its success depends on navigating a mutual apprehension between these nervous newcomers, and a community protective of its knowledge in the light of historical injustices.

---

## Current Strengths

### STRENGTHENING TEACHER RETENTION AND CULTURAL COMPETENCY

The Kowie Card has played an important role in building trust between the Kowanyama

community and new teachers arriving there. Current staff at Kowanyama State School noted how new teachers used to stay and teach in Kowanyama for longer periods of time, at least three years, according to one school staff member. Today, shorter tenures, often less than one year, have resulted in greater disconnect between teachers, students, and students' families. Parents may no longer know their child's teacher, and teachers may be unaware of events in the community that could affect their students.

The Kowie Card responds to this challenge by offering a structured orientation process that equips teachers with a basic understanding of local history and structured opportunities to form relationships with local people. New teachers are encouraged to go on on-Country trips, meet with Elders, and learn directly from Traditional Owners. Teachers participate in Kowie Card activities not because they are mandatory but because they support smoother adjustment to life in a remote community while educating teachers about the importance of culturally safe teaching practices. As one teacher noted, "The more you ask, the more you learn." The Kowie Card offers an opportunity for newcomers to build deeper, more meaningful engagement with the community.

Teachers themselves report that participating in the Kowie Card has shifted their attitudes. Many describe greater confidence in navigating cultural protocols, helping to mitigate feelings of culture shock when faced with unfamiliar practices. For example, when the community observes Sorry Business, no music will be played from the time of a person's death until their funeral, which sometimes can take many months during the wet season. Also, teachers gain an understanding of why certain sites are restricted, such as areas where only men or women can go. Elders and other members of the community noted how the Kowie Card recognizes their role as knowledge holders and custodians of culture.

So far, teachers have shown high levels of engagement during activities, demonstrated by

their presence at after-hours events and requests for even more training. While participation often requires them to use their personal time, reception has been overwhelmingly positive, with some teachers gaining a “strong sense of admiration” for the depth of the local culture. Such budding attitudes indicate strong potential for the Kowie Card to cater to its audience once its activities are refined further, aligning with community aims for the Kowie Card to “cultivate an attitude of curiosity” in newcomers.

## ENHANCING YOUTH OPPORTUNITIES AND LOCAL ECONOMIC DEVELOPMENT

The Kowie Card is more than an orientation for teachers — it has become an opportunity for broader community empowerment. By embedding cultural knowledge into a formal process, the Kowie Card not only strengthens relationships between students, teachers, and the community, but also opens pathways for youth engagement and local economic development.

Youth in Kowanyama face limited employment options and, according to certain community members, disconnection from traditional knowledge. The Kowie Card offers one way of addressing this by placing cultural learning at the centre of activities. Community members emphasized that younger generations need more opportunities to engage in culture and with community, and the Card creates opportunities for this to happen. When asked about the Kowie Card’s future, both school staff and community members noted the importance of having young people involved with activities. For instance, one school staff member suggested that students could have a key role in guided Country visits where they can educate participants, share their stories, and “teach what’s [theirs].”

Entrepreneurship and tourism have been identified as areas where young people can play active roles. Community members have suggested potential initiatives that could be attached to the Kowie Card, including spear making, bush

medicine preparation, fishing, farm animal handling, and guided on-Country visits. These activities do more than generate income — they create meaningful jobs and offer opportunities for youth to stay connected to community instead of leaving the town in search of opportunities elsewhere. As multiple community members described them, these opportunities “(provide) young people with a purpose.”

The RISE micro-enterprise co-operative illustrates how the Kowie Card can support local economic development. RISE supports young people to establish small businesses by providing administrative assistance, equipment financing, and pathways to formalize their business. The various kinds of initiatives, listed earlier, build on traditional skills and knowledge while creating new income streams.

## POTENTIAL TO EXPAND THE KOWIE CARD TO NEWCOMERS

Currently, the Kowie Card is available only to teachers and school staff. However, many interviewees emphasized that teachers are only one group of newcomers. Police officers, health workers, contractors, government staff, and other external personnel also play major roles in daily community life, often without any form of cultural orientation. Participants consistently recommended expanding the Kowie Card into a community-wide orientation for all newcomers, ensuring that everyone who works and lives in Kowanyama is guided by the same standards. A community member described how “Once a person is on [the] land, whatever they do is always remembered,” noting the importance of newcomers embodying the local community spirit and respect for cultural expectations.



**FIGURE 8.** Members of the research team and the council CEO at the Kowanyama Aboriginal Shire Council (KASC) building



**FIGURE 9.** Members of the research team and Kowanyama State School teachers with KASC Rangers during the “Meet and Greet with the KASC Rangers” Kowie Card activity

## Future Vision: Sustained Engagement

### FUTURE ROLES OF KEY PARTNERS IN THE KOWIE CARD

The long-term success of the Kowie Card depends on expanding its ownership and clarifying the roles of key partners. Currently, YETI oversees the

Kowie Card, but stakeholders emphasized how its future lies in community hands. School staff outlined a clear vision of transitioning Kowie Card ownership to the Kowanyama Council, ensuring it becomes a community-led process rather than an education-only initiative.

**Rangers.** As custodians of land and culture, rangers mentor young people, protect Country, and engage with newcomers. They advocate for shared responsibility of knowledge sharing, emphasizing that education is not the school’s task alone, but a collective duty. The rangers noted that they see themselves as community leaders in fostering intergenerational connections and are greatly interested in exploring further avenues to engage the youth in the school. Student introduction to environmental job pathways in conjunction with the RISE micro-cooperative was another area of interest, with teachers facilitating scientific school projects that build and blend different students’ skills for strengthened capacity.

**Elders and Traditional Owners.** Elders and Traditional Owners will remain central. Some teachers, when reflecting on the Kowie Card, noted how it could be beneficial to have Traditional Owners more involved with teachers and school leadership regarding how best to develop more culturally responsive learning systems in Kowanyama. Other interviewees suggested Kowie Card participants should be given a pre-arrival package, allowing newcomers to have a basic understanding before arriving in Kowanyama. Elders and Traditional Owners, along with school leadership, could play a central role in creating these pre-arrival packages.

**Teachers and school staff.** Teachers and school staff are both participants and beneficiaries of the Kowie Card. Interviews revealed that staff feel overwhelmingly positive about the card, noting the difficulties of moving to a remote community and the importance of addressing potential issues or complex emotions that may arise. However, staff warned of the Kowie Card becoming tokenistic — they do not want it to be

the only form of newcomer orientation. Teachers noted that while the Kowie Card enhances learning and relationship building, it is important to ensure relationships encouraged through the Kowie Card do not become transactional. Staff offered suggestions of activities that could be included in the card to encourage this.

For example, one interviewee noted how it could be valuable to have a list of community members who are willing to be contacted when the teachers have questions or would like to go out on Country.

Another staff member suggested regular briefings (perhaps three times per week, after school hours) among community members to discuss what is happening in the community and how these events might affect certain students. Similarly, various community members proposed a routine “yarning afternoon” activity, noting the mental benefits of allowing teachers a safe space to casually discuss any thoughts, ideas, or concerns with the community over a shared meal.<sup>17</sup>

**Entrepreneurs and cooperatives.** Entrepreneurs and cooperatives represent another key partner group. By combining cultural learning with business opportunities, they assist in sustaining local economic development while ensuring community values remain at the forefront. The Kowie Card can strengthen this role by integrating entrepreneurship training and cultural tourism into this orientation, creating employment pathways for youth. The employment-support organization RISE Ventures — who oversee the local micro-enterprise co-op — highlighted their potential role in facilitating such training. They aim to equip young people with skills in business administration, financial management, and marketing.

## POLICY IMPLICATIONS AND SCALABILITY POTENTIAL

**The Kowie Card beyond Kowanyama.** Currently, only teachers participate in the Kowie Card. Yet, many community challenges stem from breaches of cultural protocol by contractors, health staff, and police. Expanding the Kowie Card to include all external workers might see a reduction in these incidents.

The Kowie Card also provides a blueprint that could be scaled to other communities. However, as one staff member noted: “the design must remain context specific.” That is, if an equivalent orientation program was to be established in another community, it would need to be tailored to the needs of that community.

**Remuneration for undertaking the Kowie Card orientation.** There were differing views on whether teachers should be reimbursed for participating in Kowie Card activities. Some staff members believed that treating Kowie Card activities as professional development (and compensated accordingly) would validate their importance. Others felt that receiving compensation for such activities would risk making teachers’ efforts to engage with the community seem ingenuine. While teachers felt it would be beneficial to have Kowie Card activities systematically incorporated into core work tasks, many noted how their existing workload combined with time constraint might make this difficult.

**Pre-arrival and ongoing orientation.** Many staff and community members noted the importance of having a staged approach: pre-arrival packs preparing newcomers before they arrive, followed by a range of on-Country activities.

<sup>17</sup> “Having a yarn” or “yarning” in Aboriginal and Torres Strait Island cultures refers to having a casual, unstructured conversation that shares narratives, knowledge, and experiences within a safe space. Yarning is a culturally significant process that builds relationships and promotes community bonding.

Many individuals talked about the benefits of participating in regular activities, as opposed to having a one-off orientation upon arrival, to help keep learning alive and relational. Community members also highlighted that the pre-arrival orientation would be enriched by an introduction to key student demographics — notably, the high levels of existing health conditions that teachers would need to be aware of and accommodate in their classroom delivery.

**Safeguarding cultural integrity.** Elders and Traditional Owners expressed concerns about cultural and intellectual property. Future strategies must include mechanisms for protecting sensitive knowledge, ensuring that cultural sharing is respectful, consensual, and under community control.

## Lessons Learned

Our study of the Kowie Card provides insight into how education practices in remote areas around the world can apply learnings from this program to orient teachers into the community and provide a better learning environment for students.

### UNLOCKING POTENTIAL THROUGH COMMUNITY LEADERSHIP AND COLLABORATION

While there are similar community or cultural orientation programs in Australia, the strength of the Kowie Card lies in its flexibility. It is not a one-size-fits-all program but rather was designed through collaboration with community members for the specific context of Kowanyama. The Kowie Card can forge ahead only if the same level of flexibility is applied to the program to evolve with the community as its needs change.

Its aims reflect the community's voices. The Kowie Card creates a space for community members to have autonomy over the town's narrative for new teachers through activities like the Car Crossing

Blessing. The activity created a space for teachers to learn about the history of Kowanyama from the Elders and encouraged many teachers to ask questions about local rules and customs. Similarly, the meeting with the KASC Rangers provided teachers with the opportunity to learn about the region's natural heritage and reach out about on-Country trips with the students. Participating in these activities demonstrated how the Kowie Card creates a bridge that connects different members of society.

However, this connection will not be limited to new teachers only. With plans that the council will take on a more intensive role by running the program, the CEO of the council intends to extend the program to all new workers coming to Kowanyama, such as contractors, nurses, and others. Through the council's leadership, the program has the potential to strengthen connections between all sectors of the community.

### LEVERAGING THE KOWIE CARD TO STRENGTHEN RELATIONSHIPS WITHIN THE COMMUNITY

At its core, the Kowie Card is all about creating relationships. The activities were designed to facilitate a common space and a common goal between community members and teachers. By creating the opportunity to connect with locals, teachers gain an understanding of who to reach out to if they have a question. Furthermore, there is a greater level of understanding about the community and culture. These activities provide teachers with the support to learn how to navigate teaching in Kowanyama while it allows locals to instill the values that drive the community.

The activities facilitate conversations about what is important to the culture of Kowanyama and the community's history. With its varied stakeholders, it orients and focuses local interests around a common objective. As a result, teachers can connect with Elders, service providers, and community members. It also provides an avenue for the community to get to know the

teachers and foster trust. While the education system is created around Western values, these conversations provide the opportunity to embed the local community's values within their education system by connecting with the teachers. Building these relationships is crucial for the integration of new teachers into the community and mitigation of culture shock, where they may feel ill-equipped to act according to local expectations and traditions.

## APPLYING THE KOWIE CARD TO UPHOLD LOCAL KNOWLEDGE AND PROMOTE EMPLOYMENT

The Kowie Card creates employment opportunities that value and draw on local cultural knowledge and skills. This approach not only helps newcomers understand Kowanyama's values and practices but also turns that learning into meaningful work. In Kowanyama many residents face significant barriers to employment, often because they lack formal documents: birth certificates (needed for ID and services), Working with Children Checks (required for roles involving kids), and Australian Business Numbers (ABNs) for self-employment or contract work. Accessing these documents is especially difficult due to limited services, internet, transport, and support in remote areas. Educational pathways are also limited — the local school goes only to Year 10, so students must leave home to complete high school. While some job opportunities exist in town, options are scarce for those facing these hurdles. The Kowie Card helps bridge this gap by offering a culturally grounded orientation for new arrivals while creating local employment centred on community knowledge and connection.

## FOSTERING A NATIONALLY AND GLOBALLY RELEVANT MODEL

Retention of teachers and other essential workers in remote areas is an issue that many regions face globally, and the lessons learned from the Kowie Card program can be applied to communities facing similar challenges. The primary lesson to

be learned and applied to other communities is the importance of co-designing the program with different community stakeholders to ensure that the program serves the best interest of the community it intends to serve. The Kowie Card was designed for the unique context and challenges it faces, with the flexibility to change as the community changes.

This model of localized, co-designed community orientation is increasingly relevant as more governments recognize the need to support essential workers who are relocating to remote areas. For example, the New South Wales (NSW) government has a program called "The Welcome Experience" for government employees, essential workers, and their families who move to regional NSW. As this relocation process continues to grow, governments and state-level initiatives can draw meaningful insights from the Kowie Card program as it provides a powerful blueprint for further development of regional retention programs worldwide.

## CONCLUSION

As a powerful, community-led response to the deep-seated educational challenges born from Kowanyama's colonial history, the Kowie Card goes beyond addressing teacher turnover and school disengagement to actively rebuilding trust through relationship and respect. This program directly counters the legacy of the mission era by educating teachers under the guidance of cultural leaders and knowledge holders, including Elders and Traditional Owners, thereby fostering an environment of mutual learning. It also strives to assist teachers through the challenges of adjusting to life in a remote community, providing a support system that is vital amid a nationwide shortage of professionals in regional and remote areas.

Although there are systemic and operational barriers that exist such as funding challenges and high turnover of staff, the program shows that empowering local voices, knowledge, and authority can help in generating a sustainable



**FIGURE 10.** Members of the research team and local community member at the Kowanyama airport

path forward. The Kowie Card provides a structured yet flexible framework for teachers to engage with humility and curiosity, fundamentally enhancing their cultural competency and, in turn, their ability to connect with and meaningfully support students.

Ultimately, the Kowie Card is more than an orientation tool; it is a promising model for Indigenous-led policy innovation. It centres cultural safety, community empowerment, and genuine partnership as the foundational pillars for achieving equitable outcomes. By validating local

knowledge as essential professional development and creating economic opportunities for community providers, the initiative paves a path forward that is both practical and profound. Its core philosophy — that solutions must be born from community-specific knowledge and leadership — offers a vital guiding principle for education systems everywhere seeking to ethically and effectively partner with Indigenous communities and remote communities more broadly.

We end with a final note on culture. As a culturally diverse research team, our identities and experiences are situated within and around settler-colonial histories around the globe, extending beyond the historical Indigenous-European binary seen in the local context. Such identities potentially influenced perceptions, interactions, and connections made during our time with the community. It introduced cross-cultural dialogue around settlement, colonization, and belonging. Here, we acknowledge the biases that come with relating such perspectives, and that objectivity in academic research is inherently subjective. Nevertheless, we have aimed to operate from a place of integrity and honesty, seeking to share the richness, resilience, and

---

## Research Team



**Safana Ahmad** is a bachelor of commerce student at the University of Melbourne, majoring in economics and finance. With a strong interest in development economics, she has actively pursued opportunities to apply her education toward improving welfare outcomes. As a director at a student-led pro bono consulting club, she supports not-for-profits and charities in strengthening their impact across Melbourne. In Bangladesh, her hometown, Safana has organized fundraising events and workshops to address period poverty in the slums of Dhaka. Safana aspires to combine her background in economics and finance with her commitment to social development.



**Violet Denham-Blau** is a final-year juris doctor student at the University of Melbourne, with an undergraduate degree in international relations and French. She has a strong focus on human rights, access to justice, and postconflict resolution. Outside of Violet's academic pursuits, she has volunteered at Refugee Legal and the Victorian Aboriginal Legal Service. Violet currently works at Victoria Legal Aid, where she enjoys applying legal skills learned throughout her degree to real-life contexts.



**Thiri Hlaing** is a recent University of Melbourne graduate with a master of human resources and a bachelor of commerce in management and marketing. Early in her career, she's eager to learn and contribute to HR, community engagement, and social impact — particularly in supporting international, multicultural, and Myanmar communities. Through HR recruitment and event coordination, she's built foundational skills in talent attraction, inclusive workplace practices, and creating thoughtful, well-organized experiences. Thiri volunteers with newcomer support programs and was recently selected as an International Student Ambassador for the City of Melbourne, where she advocates for international students.



**Ashi Khetan** is a recent graduate of the University of Melbourne, where she completed a bachelor of commerce majoring in finance. With a deep interest in understanding how policies, markets, and institutions shape societies, she is currently preparing for the Civil Services Examination in India. She hopes to apply her global exposure, problem-solving skills, and passion for education toward creating meaningful public impact. She is also committed to advancing social equity, having founded a school in India that provides quality education to underprivileged children.



**Aisyah Mohammad Sulhanuddin** is currently pursuing a master of geography degree at the University of Melbourne. Fascinated by the "why" behind human experiences, she is passionate about mapping the links between modern social-environmental landscapes and historical contexts. As an active community volunteer in the fields of design and environment, Aisyah has

overseen creative science and climate publications and works locally to run social justice initiatives for groups experiencing disadvantage. She hopes to pursue a future career in the not-for-profit sector.



**Mrishalen Muralidharan** is a final-year bachelor of commerce student at the University of Melbourne, majoring in economics and finance. He is passionate about applying data-driven strategies to address complex social and business challenges. His experience is global, spanning management consulting internships in France with Grant Thornton and in India with JLL, where he developed AI adoption frameworks and financial literacy programs. Aspiring to a career at the intersection of business and social impact, Mrishalen hopes to use his analytical and cross-cultural skills to drive meaningful change in the defence sector.



**Maria Rodrigues** is director of Kindred, an international nonprofit organization that builds social and emotional well-being using a community development approach. Her experience as a researcher, educator, and development practitioner spans over fifteen years working at the intersection of mental health, social justice, and cross-cultural peacebuilding. Maria has completed field research with Aboriginal communities in remote Australia, as well as postconflict settings in Kenya, Uganda, and Mozambique. She holds a BA in psychology from Elmira College and a PhD in applied ethics (global justice) from the University of Melbourne. Maria's research and consultancy work has contributed to toolkits, policy, and strategic documents for StrongMinds Uganda, the National Indigenous Australians Agency, the World Psychiatric Association, Relationships Australia, and Amnesty International.



**Kindred** is an international non-profit organisation that builds social and emotional well-being using a community development approach. With offices in Colombia and Australia, Kindred supports people, organisations and governments to identify factors causing psychological distress and address them together.



**The University of Melbourne**, founded in 1853, is one of Australia's top public research universities, consistently ranked among the best globally. Located in Victoria, it offers a wide range of undergraduate and postgraduate programs across disciplines like arts, science, business, and medicine. Known for academic excellence, innovation, and global research impact, the university attracts a diverse student body and fosters strong industry partnerships contributing significantly to global research and education.

<https://www.unimelb.edu.au>



Founded in 1827, the **University of Toronto (U of T)** is Canada's leading institution of learning, discovery, and knowledge creation. One of the world's top research-intensive universities, its students learn from and work with preeminent thought leaders through a multidisciplinary network of teaching and research faculty, alumni, and partners. Consistently ranked among the top 10 public universities worldwide, U of T has remarkable strengths in disciplines that span the humanities, social sciences, sciences, and the professions. U of T's three campuses host 93,000 undergraduate and graduate students from 159 countries, who are taught by 15,000 faculty.

[www.utoronto.ca](http://www.utoronto.ca)



Center for  
Inclusive Growth

**The Center for Inclusive Growth** advances equitable and sustainable economic growth and financial inclusion around the world. The Center leverages the company's core assets and competencies, including data insights, expertise, and technology, while administering the philanthropic Mastercard Impact Fund, to produce independent research, scale global programs, and empower a community of thinkers, leaders, and doers on the front lines of inclusive growth.

[mastercardcenter.org](http://mastercardcenter.org)



Published by the Reach Alliance, November 2025  
Munk School of Global Affairs & Public Policy | University of Toronto

[reachalliance.org](http://reachalliance.org) | @ReachAllianceTO TheReachAlliance

#### 4.2.2a – Agenda Report – Meeting Date Change

Title:	CEO Update
Author:	Chief Executive Officer
Meeting Date:	16 December 2025

#### **Executive Summary**

To consider a change to the February Ordinary Meeting Date due to a clash with another event.

#### **Background**

Council adopted the 2026 Ordinary Meeting schedule at the November 2025 Ordinary General meeting of Council. Officers have become aware of a clash with another event that is scheduled for the same date as the February Ordinary Meeting and requests consideration of amending the Meeting Date for the February 2026 Meeting.

Council has attended the Savanna Fire Forum and National Indigenous Carbon Forum in previous years, it is this Forum that clashes with the Council Meeting scheduled for 24<sup>th</sup> February 2026.

The Forum runs from Tuesday 24<sup>th</sup> February to Thursday 26<sup>th</sup> February inclusive.

#### **Recommendation:**

That council amend the meeting date for the February meeting from 24<sup>th</sup> February to 17<sup>th</sup> February 2026 and advertise the change as required under the Local Government Regulation.

#### 4.2.2b – Agenda Report – Attendance at Forum

Title:	CEO Update
Author:	Chief Executive Officer
Meeting Date:	16 December 2025

#### **Executive Summary**

To consider attendance at the 2026 Savanna Fire Forum and National Indigenous Carbon Forums to be held in Darwin from 24<sup>th</sup> to 26<sup>th</sup> February 2026.

#### **Background**

The Rangers are scheduled to attend the Forums in Darwin between the 24<sup>th</sup> and 26<sup>th</sup> February 2026 inclusive.

Council has attended the Savanna Fire Forum and National Indigenous Carbon Forum in previous years; it is this Forum that clashes with the Council Meeting scheduled for 24<sup>th</sup> February 2026.

The Forum runs from Tuesday 24<sup>th</sup> February to Thursday 26<sup>th</sup> February inclusive. Tickets are \$1,800.00 per attendee.

#### **Recommendation:**

That council authorise the attendance of the Mayor and Deputy Mayor to the Forums to be held in Darwin from 24<sup>th</sup> to 26<sup>th</sup> February 2026.

#### 4.2.2c – Agenda Report – MOU Signing – Rise Ventures

Title:	CEO Update
Author:	Chief Executive Officer
Meeting Date:	16 December 2025

#### **Executive Summary**

To consider and endorse the Draft Memorandum of Understanding provided by Rise Ventures.

#### **Background**

Council has received a draft Memorandum of Understanding (MOU) from Rise Ventures seeking assistance from Council to work collaboratively to ensure effective delivery of the RAES Program in the RAES Region, including through capacity-building initiatives and community engagement.

The relevant clause from the Draft MOU is below for the ease of reference in relation to Council's responsibilities under the MOU.

#### 9. Kowanyama Aboriginal Shire Council Responsibilities

(a) Kowanyama Aboriginal Shire Council will take reasonable steps to assist Rise Ventures to:

- (i) build local employment with Indigenous people within Kowanyama Aboriginal Shire;
- (ii) guide appropriate cultural awareness training and education;
- (iii) encourage local jobseekers to participate in Rise Ventures' activities;
- (iv) work together with Rise Ventures to find employment opportunities and design work like activities for jobseekers;
- (v) guide, advise and recommend local projects that will best benefit the community and jobseekers;
- (vi) provide advice and local knowledge to enable Rise Ventures to effectively deliver the Services;
- (vii) provide reasonable assistance to Rise Ventures in securing lease agreements and housing for office accommodation and employee residences;

For the avoidance of doubt, the Parties acknowledge and agree that in discharging any role, Council's involvement will be limited by the resources that they are reasonably able to apply and any other matter determined in their absolute discretion.

(b) Kowanyama Aboriginal Shire Council represents that:

- (i) it has been provided with a copy of the Head Agreement and relevant Project Schedule;
- (ii) it is suitably qualified and authorised to support the collaborative activities contemplated under this MOU; and
- (iii) it intends to advise Rise Ventures if it becomes aware of any material issue that may affect delivery of the RAES Program.

**Attachment**

Draft Memorandum of Understanding.

**Recommendation:**

That council authorise the Chef Executive Officer to sign the Memorandum of Understanding with Rise Ventures.

## MEMORANDUM OF UNDERSTANDING (MOU)

**BETWEEN** **Jobfind Centres Australia Pty Ltd** (ACN 072 710 000) trading as **Rise Ventures** of Level 2, 10 Bridge Street, Sydney, New South Wales 2000 ('**Rise Ventures**')

**AND** **Kowanyama Aboriginal Shire Council** (ABN 86 255 216 480) of Level 1, 50 Scott Street, Bungalow, Queensland 4870 ('**Council**')

Collectively referred to as '**Parties**'

### RECITALS

- A.** Rise Ventures is a company incorporated in Australia and is part of the AngusKnight Group providing employment, health and wellbeing services globally.
- B.** Kowanyama Aboriginal Shire Council supports Indigenous Australians through employment, business, and education programs to create opportunities for economic independence.
- C.** The Australian Government through the National Indigenous Australians Agency has established the Remote Australia Employment Service (RAES) program ('**RAES Program**').
- D.** Following the RAES tender process, Rise Ventures, has been selected as the Provider for Region 55 ('**RAES Region**'). The Aboriginal Shire of Kowanyama forms part of Region 55.
- E.** The Parties are committed to working collaboratively to ensure effective delivery of the RAES Program in the RAES Region, including through capacity-building initiatives and community engagement.
- F.** The Parties enter into this non-binding MOU to record their intentions and cooperative arrangements to one another in relation to the Head Agreement.

### OPERATIVE PART

#### 1. Definitions and Interpretation

---

##### Definitions

- (a) In this MOU, unless the context otherwise requires:
  - (i) **Agency** means the National Indigenous Australians Agency, or any other Commonwealth department or agency with responsibility for administration of the Head Agreement or Project Agreement;
  - (ii) **Business Day** means a day that is not a Saturday, Sunday or any other day which is a public holiday or a bank holiday in the place where an act is to be performed, or a payment is to be made;
  - (iii) **Commencement Date** means that date on which the last signatory signs the execution page;
  - (iv) **Head Agreement** means the Head Agreement for the Remote Australia Employment Service between the Commonwealth of Australia as represented by the National Indigenous Australians Agency and Jobfind Centres Australia Pty Ltd

and includes the Annexures to the Head Agreement, Attachments, and Operational Guidance;

- (v) **NIAA** means the National Indigenous Australians Agency;
- (vi) **Profits** means the total Monies (including Service Fees and other payments) received by the Provider from the Agency under the Head Agreement for the RAES Region, less:
  - (1) all properly incurred operating costs, overheads and liabilities associated with the delivery of the Services in the RAES Region; and
  - (2) a corporate services fee of twelve percent (12%) of Monies retained by the Provider.
- (vii) **Project Agreement** means a contract between the Provider and the Agency which is created under the Head Agreement in accordance with clause 4.4 of the Head Agreement, for the provision of Services;
- (viii) **Project Schedule** means the document setting out the specific terms and conditions that apply to the Provider as described in clause 4.3 of the Head Agreement;
- (ix) **Provider** means Rise Ventures;
- (x) **Services** means the Services specified in the Head Agreement;
- (xi) **Term** means the period of time when the Project Schedule is in force, beginning on the Start Date and ending on the End Date, unless the Term is extended in accordance with the Head Agreement.

#### Head Agreement Definitions

- (b) Unless the context requires otherwise, all capitalised terms not defined in this MOU have the meaning given to them in Annexure 6 (Interpretation and Glossary) of the Head Agreement.

#### Interpretation

- (c) The rules of interpretation set out in Annexure 6 of the Head Agreement apply to this MOU, unless the context otherwise requires.
- (d) Without limiting (c), in the interpretation of this MOU:
  - (i) references to legislation or provisions of legislation include changes or re-enactments of the legislation and statutory instruments and regulations issued under the legislation;
  - (ii) words denoting the singular include the plural and vice versa; words denoting individuals or persons include bodies corporate and vice versa; references to documents or agreements also mean those documents or agreements as changed, novated, or replaced;
  - (iii) and words denoting one gender include all genders;
  - (iv) Parties intend to perform activities on the dates and times fixed by reference to Queensland;
  - (v) if the day on or by which anything is to be done is a Saturday, a Sunday, or a public holiday in the place in which it is to be done, then it must be done on the next Business Day;

- (vi) references to a Party are intended to bind their executors, administrators and permitted transferees; and
- (vii) obligations under this MOU affecting more than one Party do not bind them jointly and severally.

## **2. Commencement and Term**

---

The MOU commences on the Commencement Date and it is intended to continue for the Term, unless terminated earlier in accordance with this MOU.

## **3. Non-Binding Agreement**

---

The Parties acknowledge and agree:

- (a) that this MOU is not intended to create binding or legal obligations on the Parties or to be legally binding;
- (b) that no provision of this MOU gives rise to any legally enforceable rights or obligations, and neither Party will be liable to the other for any failure to perform or comply with this MOU;
- (c) that they enter into this MOU with the intention and objective of working together in good faith with respect to the subject matter of this MOU;
- (d) to use all reasonable endeavours to achieve the best outcome for the Parties with respect to the subject matter of this MOU;
- (e) nothing in this MOU will be taken as establishing a partnership, joint venture, employment, or agency relationship between the Parties;
- (f) each Party will continue to act independently of each other and have no authority to legally bind the other Party;
- (g) notwithstanding clause 3, clauses 5 (Confidentiality) and 6 (Intellectual Property Rights) are intended to be legally binding and enforceable.

## **4. Variation**

---

A variation of this MOU should be agreed in writing and signed by both Parties.

## **5. Confidentiality**

---

- (a) For the purposes of this MOU, Confidential Information has the meaning given in the Head Agreement for the RAES Program, and includes:
  - (i) the terms of this MOU;
  - (ii) all negotiations, discussions and correspondence between the Parties relating to this MOU; and
  - (iii) all information exchanged or received by a Party in connection with this MOU or the RAES Program that is not otherwise public.

- (b) Each Party must keep all Confidential Information (including Secret and Sacred Material, as defined in the Head Agreement) strictly confidential and not disclose it to any third party except:
  - (i) if disclosure is required by law;
  - (ii) where required, and only to the extent necessary, to perform its obligations under this MOU, the Head Agreement or the Project Schedule;
  - (iii) to that Party's employees, agents, auditors, legal or financial advisors, provided they are bound by similar obligations of confidentiality; or
  - (iv) with the prior written consent of the other Party.
- (c) The obligations contained in this clause continue during the Term of this MOU and survive its termination or expiry for so long as the information remains confidential, and indefinitely in the case of Secret and Sacred Material, subject always to any longer confidentiality obligations under the Head Agreement.
- (d) On termination or expiry of this MOU, each Party must, at the election of the disclosing Party, promptly return or securely destroy all Confidential Information of the disclosing Party in its possession or control, except to the extent retention is required by law or for record-keeping purposes.

## **6. Intellectual Property Rights**

---

- (a) Nothing in this MOU will affect a Party's ownership of any intellectual property rights existing at the Commencement Date or developed by that Party outside of the scope of this MOU.
- (b) Neither Party will use the other Party's intellectual property without the other Party's prior written consent.

## **7. The Parties' Responsibilities**

---

- (a) Both Parties will use their best endeavours to:
  - (i) work cooperatively and in good faith to maintain the ongoing delivery of the RAES Program, including with respect to any dispute that may arise between the Parties;
  - (ii) participate in bi-monthly project progress meetings;
  - (iii) work within brand and style guidelines set out by each Party;
  - (iv) seek further opportunities for the partners to work together in other projects;
  - (v) maintain regular communication in written form, to ensure continuity of business operations and mitigate the risk of missing critical milestones and deadlines under this MOU;
  - (vi) acknowledge each other in any public disclosure of the services provided pursuant to the MOU;
  - (vii) not include any references to the other Party, social media or otherwise, without the written consent of that Party.

## 8. Rise Ventures Responsibilities

---

### General

(a) Rise Ventures will deliver the RAES Program in the RAES Region in accordance with the Head Agreement and relevant Project Schedule.

### Reports

(b) Rise Ventures shall provide Council with a quarterly report disclosing particular information about the preceding calendar quarter ('Report').

(c) The information to be disclosed in the Report is:

- (i) the gross Profits earned in the preceding calendar quarter which is attributable to the delivery and performance of the Project Agreement;
- (ii) the net Profits earned in the preceding calendar quarter which is attributable to the delivery and performance of the Project Agreement;
- (iii) the overheads and liabilities accrued in delivering and performing the Project Agreement during the preceding calendar quarter;
- (iv) any other matter reasonably required by Council.

(d) If Council, acting reasonably, doubts the accuracy or adequacy of a Report, Council may take one or more of the following steps:

- (i) request that a supplementary report be provided to address the identified inaccuracy or inadequacy;
- (ii) request that Rise Ventures provides further information that is reasonably necessary to support the matters disclosed in the Report or any supplementary report;
- (iii) audit, either by itself or by engaging a third party, as much of Rise Ventures' books and records, attributable to the delivery and performance of the Project Agreement, as Council requires to satisfy itself of the matters disclosed in the Report or any supplementary report;
- (iv) interview any members of Rise Ventures' staff who are involved in the delivery and performance of the Project Schedule in order to corroborate the matters disclosed in a Report;
- (v) take any other reasonably necessary step to verify the accuracy or adequacy of the Report or any supplementary report, and any costs incurred by Council in taking any such step (including any of the steps described in subclauses (i) to (iv)) may, where appropriate and agreed, be met by Rise Ventures, entirely if a material inaccuracy or inadequacy is found, and only to the extent that any step taken was reasonably necessary if a material inaccuracy or inadequacy is not found. If Council initially incurs any such cost, it may, in its absolute discretion, seek reimbursement from Rise Ventures to the extent permitted by this clause.

(e) For the avoidance of doubt, Council's rights under these Reports clauses:

- (i) apply to any Report;
- (ii) can be invoked even if Council has, by its express or implied conduct, previously accepted the contents of a Report;
- (iii) and survive the expiry of this MOU.

#### Proposed Community Share

- (f) In consideration for the performance of Council's obligations under this MOU, Rise Ventures intends to make payment to Council ('Agreed Sum') in accordance with the following clauses.
- (g) The Agreed Sum shall be calculated by reference to the Reports produced by Rise Ventures, in the following manner: 51% of Profits for Kowanyama Aboriginal Shire Council for job activities.
- (h) The Agreed Sum shall be calculated for the periods 1 July - 31 December and 1 January - 30 June in each year of the term of this MOU ('Agreed Sum Period'). The Agreed Sum shall be paid within 60 days of the start of each Agreed Sum Period (that is, 1 July and 1 January each year) for the Agreed Sum attributable to the preceding Agreed Sum Period.
- (i) The Parties acknowledge and agree that:
  - (i) no discount, waiver or deduction to the Agreed Sum may be made, including but not limited to in circumstances where Council has not completed their responsibilities pursuant to this MOU during the relevant Agreed Sum Period;
  - (ii) Council shall be entitled to use the Agreed Sum as it sees fit, consistent with its powers and functions under the *Local Government Act 2009* (QLD), and nothing in this MOU requires Council to apply the Agreed Sum in a particular way.

#### Monitoring

- (j) The Parties agree to meet on a quarterly basis at a mutually agreed time to discuss performance and review all financial arrangements.

#### Warranties by Rise Ventures

- (k) Rise Ventures acknowledges and represents that:
  - (i) it holds all necessary qualifications and certifications reasonably necessary to perform the activities contemplated by this MOU and the Head Agreement;
  - (ii) it intends to advise Council if it becomes aware of any material issue affecting its compliance with the Head Agreement;
  - (iii) it holds all insurances required under the Head Agreement, and which may be reasonably required by a Party in the position of Rise Ventures delivering services of the nature described under the Head Agreement.

### **9. Kowanyama Aboriginal Shire Council Responsibilities**

---

- (a) Kowanyama Aboriginal Shire Council will take reasonable steps to assist Rise Ventures to:
  - (i) build local employment with Indigenous people within Kowanyama Aboriginal Shire;
  - (ii) guide appropriate cultural awareness training and education;
  - (iii) encourage local jobseekers to participate in Rise Ventures' activities;
  - (iv) work together with Rise Ventures to find employment opportunities and design work like activities for jobseekers;
  - (v) guide, advise and recommend local projects that will best benefit the community and jobseekers;

- (vi) provide advice and local knowledge to enable Rise Ventures to effectively deliver the Services;
- (vii) provide reasonable assistance to Rise Ventures in securing lease agreements and housing for office accommodation and employee residences;

For the avoidance of doubt, the Parties acknowledge and agree that in discharging any role, Council's involvement will be limited by the resources that they are reasonably able to apply and any other matter determined in their absolute discretion.

- (b) Kowanyama Aboriginal Shire Council represents that:
  - (i) it has been provided with a copy of the Head Agreement and relevant Project Schedule;
  - (ii) it is suitably qualified and authorised to support the collaborative activities contemplated under this MOU; and
  - (iii) it intends to advise Rise Ventures if it becomes aware of any material issue that may affect delivery of the RAES Program.

## **10. Notices**

---

- (a) A notice pursuant to this MOU must be in writing and marked for the attention of the persons identified in Schedule 1, and is deemed to be given by the sender and received by the receiver:
  - (i) if delivered in person, when delivered to the addressee;
  - (ii) if posted, 2 business days after the date of posting to the addressee whether delivered or not;
  - (iii) if sent by email transmission, at the time the sender's email software records that the email was sent to the addressee in its entirety and in legible form to the email address of the addressee notified for the purpose of this clause.

But if delivery or receipt is on a day which is not a Business Day or is after 5pm (addressee's time), it is deemed to have been received at 9am on the next Business Day.

## **11. Termination**

---

### Termination Linked to Head Agreement

- (a) The Parties acknowledge that this MOU is intended to operate only while the Head Agreement and relevant Project Schedule remain in force. The Parties intend that this MOU will cease to have effect once either the Head Agreement or relevant Project Schedule expires or is terminated. Rise Ventures will use reasonable efforts to inform Council if it becomes aware of such termination or expiry.

### Termination for Convenience

- (b) Either Party may terminate this MOU, without cause, for convenience by providing the other party with thirty (30) days' written notice where reasonably practicable.

### Termination for Cause

- (c) Either Party may immediately terminate this MOU upon written notice if the other Party:

- (i) engages in any conduct or omission that causes material reputational harm to the other Party;
- (ii) has acted in a way that is inconsistent with the cooperative intent or good faith objectives of this MOU;
- (iii) has failed to respond constructively to a written concern raised by the other Party regarding the operation of this MOU within a reasonable time;
- (iv) becomes bankrupt or goes into liquidation or makes any assignment arrangement or composition with creditors on the happening of the event;
- (v) is subject to a finding of guilt for a criminal or civil offence;
- (vi) ceases to carry on its business; or
- (vii) has engaged in conduct (including by its nominated personnel) involving serious misconduct, fraud, or dishonesty that materially affects the relationship.

(d) Any such notice will not give rise to a claim or right of action by either Party and will simply record the cessation of cooperation under this MOU.

Consequences of Termination

(e) On termination or expiry of this MOU for any reason:

- (i) the Parties acknowledge that all cooperation and activities under this MOU will conclude, except for any provisions which by their nature are intended to continue (for example, confidentiality and intellectual property);
- (ii) all payments (if any) to the Council under this MOU will cease, with no further amounts payable unless expressly agreed in writing prior to termination or expiry; and
- (iii) each Party must promptly return or destroy the other Party's Confidential Information in accordance with clause 4.

## **12. Liability and Indemnities**

---

- (a) All liability under the Head Agreement remains with Rise Ventures and nothing in this MOU causes Council to assume any liability for Rise Ventures' performance or non-performance, breach, acts or omissions under the Head Agreement.
- (b) No employment, contracting, or agency relationship arises between the Parties.
- (c) Rise Ventures acknowledges that it is responsible for managing any risk of loss or damage (including personal injury, whether or not resulting in death) arising from the delivery of the RAES Program or performance of the Head Agreement, and that Council is not expected to bear or contribute to such risks.
- (d) Without limiting the above, the Parties record their mutual understanding that:
  - (i) Council is not responsible in any way for any obligations under the Head Agreement;
  - (ii) Council will bear no liability or financial risk for the program delivery under the Head Agreement;
  - (iii) all costs, claims, or liabilities arising from the Head Agreement will remain the responsibility of Rise Ventures.

(e) Nothing in this clause creates a legally enforceable indemnity, obligation, or right of recovery between the Parties. It records only the Parties' intentions and mutual understanding as to how responsibilities are to be managed in practice.

### **13. Governing Law**

---

This MOU is intended to be interpreted in accordance with the laws and practices of Queensland, Australia. The Parties acknowledge that, while this MOU is not legally binding, any matters arising in connection with its interpretation or operation will, where relevant, be guided by the laws of that State.

DRAFT

## **SCHEDULE 1**

### **NOTICES**

#### **Jobfind Centres Australia Pty Ltd t/a Rise Ventures**

Name: Christianna Cartwright (Executive General Manager – Communities)

Address: Level 2/10 Bridge Street, Sydney NSW 2000

Email Address: christianna@realfutures.net

With a copy to: legal@akgaustralia.com.au

#### **Kowanyama Aboriginal Shire Council**

Name: *[insert name and position]*

Address: Level 1, 50 Scott Street, Bungalow, Queensland 4870

Email Address: *[insert email address]*

**SCHEDULE 2****KOWANYAMA ABORIGINAL SHIRE COUNCIL - OPERATIONAL INFORMATION**

Item	Details
Legal Name of Party	Kowanyama Aboriginal Shire Council
ABN	86 255 216 480
Registered Office Address	[insert]
Principal Place of Business	Level 1, 50 Scott Street, Bungalow, Queensland 4870
Principal Contact Person	[insert]
Secondary Contact Person (Emergency)	[insert]
Telephone Number(s)	[insert]
Email Address(es)	[insert]
Bank Account Details	Account Name: BSB: Account Number:
Escalation Contact (for urgent matters)	Name: Position: Telephone Number: Email:

## EXECUTION PAGE

**Signed by**

Kowanyama Aboriginal Shire Council by its authorised representative:

.....  
Signature

.....  
Name

.....  
Position

.....  
Date

**Signed by**

Jobfind Centres Australia Pty Ltd t/a Rise Ventures by its authorised representative:

.....  
Signature

.....  
Name

.....  
Position

.....  
Date

DRAFT

#### 4.3.1.a – Governance Update

Title:	Governance Monthly Update
Author:	A/ Manager Governance
Meeting Date:	16 December 2025

#### Key Items

##### Cultural Vault

We understand that AEA RNTBC has accepted the draft ILUA and we are awaiting executed copy for registration with the National Native Title Tribunal. This will then pave the way to go back to market for revised quotes, award and construction.

##### AEA MOU

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.

Negotiations are progressing on the basis of instructions provided by Council at the May OM. Updates will be provided to Councillors as they unfold.

##### Cattle

The 2025 season has closed. An end of year report will be submitted by the Contracts Manager early 2026. Re-tender is required in 2026.

##### Action Item Register updates

Action Item: Vehicle Hire Policy & Vehicle Usage Policy

- An Agenda Report has been submitted to December OM

Action Item: 2026 Council Meeting Dates

- The 2026 Meeting dates notice has been published on the website. The notice advises the public that the meeting location may vary due to current construction / renovations.
- The 2026 Meeting Calendar (events) have been published on the website.

Action Item: Register of Interests

- Register of Interests Form 3 has been emailed to Mayor and Executive Assistant for completion. Governance Team will continue to follow up and publish on the website once completed.

##### Councillor Registers of Interest

Councillors are reminded of their duty to disclose any material changes to their personal circumstances via updated ROI. The Governance team is available to assist.

#### 4.3.1.b – Information Report

Title:	Finance Information Report
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	16 December 2025

#### **Key Items**

##### **Financial Report November 2025**

The monthly Finance report for the month of November 2025 has been prepared as at **Attachment 1**

- Key points from the November 2025 YTD report are as follows:
  - net operating result (before depreciation) is a \$3,116K profit, which is **\$2,790K** better than budget
  - actual net operating income is \$15,675K which is **\$2,435K** better than budget
  - actual operating expenditure is \$12,559K which is **\$355K** better than budget
  - Net profit/loss) (after depreciation) is \$2,678K loss, which is **\$2,7901K** better than budget
  - Untied Cash Funds balance is \$25,041K

#### **Recommendation:**

That Council note the:

- Monthly Financial Report – November 2025

**Attachment 1:**

- Monthly Financial Report – November 2025



# Financial Report

## November 2025





**Financial Report November 2025**

<b>CONTENTS</b>	<b>Page</b>
<b>Financial Summary</b>	<b>3</b>
<b>Operating Statement</b>	<b>4</b>
<b>Operating by Program</b>	<b>6</b>
<b>Capital by project</b>	<b>9</b>
<b>Statement of Financial Position &amp; Cash</b>	<b>10</b>

(all results are in \$)



## Year to Date November 2025

### Finance Summary

The YTD November 2025 financials show an actual loss of \$2,678,204 compared to a budgeted loss of \$4,468,358.

Favourable revenue variances arose for Concrete Sales \$1,860,109, General Purpose Financial Assistance Grant \$581,187, Interest Received \$290,951, Accommodation Revenue \$345,877 and Rental Income \$186,783. Additional favourable variances arose for Payroll costs \$1,602,257, mainly due to vacant positions, IT costs \$235,685 due to the timing of various projects and Small Equipment purchases \$127,887. These favourable variances are partially offset by higher than budgeted Cost of Goods Sold \$1,476,320 mainly due to the higher volumes of concrete batching to date and higher Contractor and Consultant Costs \$435,985.

The balance of the operating variance is mainly due to the timing of revenue and expenditure against budget phasing.

Further details can be found in the Operating by Program section of this report.

Capital program works are progressing and all projects are within budget allocations.

**Kowanyama Aboriginal Shire Council**

**Profit & Loss**

**Period ending - 30/11/2025**

	<b>Year to Date Actual</b>	<b>Year to Date Current Budget</b>	<b>Year to Date Variance to Current Budget</b>	<b>Full Year Current Budget</b>
	\$	\$	\$	\$
<b>Income</b>				
Council Rates, Levies & Charge	694,642	628,000	66,642	628,000
Commissions & Fees Revenue	74,511	79,500	(4,989)	190,819
Aviation Landing Fees	172,828	239,580	(66,752)	575,000
Other Fees & Charges	0	2,080	(2,080)	5,000
Accommodation Revenue	808,342	462,465	345,877	1,109,920
Rental Income	520,113	333,330	186,783	800,000
Interest Received	724,281	433,330	290,951	1,040,000
Sale of Goods Revenue	3,258,921	495,515	2,763,406	1,039,250
Services Revenue	1,662,364	1,963,535	(301,171)	6,162,522
Aviation Fuel Revenue	255,656	270,830	(15,174)	650,000
Donations Received	5,000	15,000	(10,000)	15,000
Fuel Tax Credits	(11,293)	6,250	(17,543)	15,000
Other Income	145,779	100,000	45,779	200,000
Training Recoveries	0	25,000	(25,000)	100,000
Workcare Recoveries	32,234	0	32,234	0
State Government Grants - Operating	4,484,401	4,467,480	16,921	5,535,089
Commonwealth Government Grants - Operating	2,045,606	1,971,981	73,625	7,929,837
Other Grants - Operating	25,000	0	25,000	0
Internal Cost Recoveries - Sale of goods	409	725,410	(725,001)	1,741,000
Internal Cost Recoveries - Services	738,298	1,020,825	(282,527)	2,450,000
Profit on Asset Disposal	37,818	0	37,818	0
<b>Total Income</b>	<b>15,674,911</b>	<b>13,240,111</b>	<b>2,434,800</b>	<b>30,186,437</b>
<b>Less Expenses</b>				
Cost Of Goods Sold	2,620,385	1,144,065	(1,476,320)	2,745,784
Stock Adjustments & Stocktake variances	7,643	6,250	(1,393)	15,000
Wages - Permanent Staff	3,400,611	4,870,084	1,469,473	11,600,434
Superannuation	356,371	578,648	222,277	1,378,513
Recruitment & Relocation	25,871	60,415	34,544	145,000
Workers Compensation	65,190	112,145	46,955	269,354
Staff Education & Training	16,938	73,395	56,457	181,020
FBT	5,831	6,250	419	15,000
Training and Workcare Costs - recoverable	0	3,120	3,120	7,500
Employee Assistance Program	431	1,040	609	2,500
Audit Fees	42,066	47,910	5,844	115,000
Admin Expenses	8,002	5,415	(2,587)	13,000
Advertising Costs	0	17,285	17,285	38,500
Memberships & Subscriptions	65,655	52,540	(13,115)	126,150
Postage & Stationery	7,120	13,065	5,945	31,450
Staff Amenities	5,977	22,585	16,608	54,300
Hcp Purchased Goods	13,774	8,330	(5,444)	20,000
MV Expenses - Fuel	91,400	94,205	2,805	225,350
MV Expenses - Registration	655	6,500	5,845	15,650
MV Expenses - Running Costs	0	1,040	1,040	2,500
R&M - MV Expenses	89,125	135,380	46,255	341,000
Plant Fuel & Oil Expenses	0	205	205	500

**Kowanyama Aboriginal Shire Council**

**Profit & Loss**

**Period ending - 30/11/2025**

	<b>Year to Date Actual</b>	<b>Year to Date Current Budget</b>	<b>Year to Date Variance to Current Budget</b>	<b>Full Year Current Budget</b>
	\$	\$	\$	\$
Plant Hire	1,034	2,080	1,046	5,000
Consultants	160,843	322,540	161,697	774,165
Contractors	2,729,867	2,132,185	(597,682)	4,846,587
Legal Expenses	40,850	49,995	9,145	120,000
Accountancy Fees	91,700	50,000	(41,700)	120,000
Computer, IT & Network	153,670	389,355	235,685	954,500
Telephone, Fax & Printers	72,750	100,665	27,915	241,700
Cleaning	57,716	30,555	(27,161)	73,440
Freight	184,572	130,965	(53,607)	235,464
Security	6,268	8,330	2,062	20,000
Catering	92,786	120,310	27,524	216,650
Donations	170,000	106,250	(63,750)	115,000
Safety Equipment	5,825	35,170	29,345	84,500
Protective Clothing/Uniforms	17,991	36,045	18,054	86,600
Consumables/Materials	327,269	335,300	8,031	724,814
Electricity	133,332	217,090	83,758	521,106
Small Tools, Equipment And Furniture	113,953	241,840	127,887	580,500
Portable & Attractive Assets	0	16,065	16,065	37,600
Capital Assets expenditure	24,431	0	(24,431)	0
R&M - Roads & Infrastructure	0	4,165	4,165	10,000
R&M - Buildings	194,156	333,930	139,774	731,500
R&M - Plant & Equipment	335,111	228,090	(107,021)	547,500
R&M - Other	215,283	10,615	(204,668)	25,500
Travel Exps - Accommodation	17,383	65,270	47,887	153,700
Travel Exps - Airfares	70,519	164,660	94,141	333,500
Travel Exps - Car Hire/ Taxis/ Km'S	508	22,750	22,242	52,595
Travel Exps - Meals & Incident	49,912	68,240	18,328	159,050
Rent	61,172	60,620	(552)	145,500
ATM & Eftpos Fees, Bank Charges & Interest	12,647	20,830	8,183	50,000
Insurance	140,173	100,000	(40,173)	240,000
Fees & Charges	986	8,745	7,759	21,000
Licences	2,105	3,785	1,680	9,100
Rates & Taxes	20,781	16,665	(4,116)	40,000
Internal Cost Charges - Sale of Goods & Services	230,013	357,510	127,497	817,728
Internal Cost Allocation - Wages	0	(136,448)	(136,448)	(325,000)
<b>Net Operating Expense</b>	<b>12,558,647</b>	<b>12,914,039</b>	<b>355,392</b>	<b>30,112,803</b>
<b>Net Operating Profit / (Loss)</b>	<b>3,116,264</b>	<b>326,072</b>	<b>2,790,192</b>	<b>73,634</b>
Depreciation	5,794,468	5,794,430	(38)	13,906,723
<b>Net Profit / (Loss)</b>	<b>(2,678,204)</b>	<b>(5,468,358)</b>	<b>2,790,154</b>	<b>(13,833,089)</b>



### Net Operating Results by Program

Office of the CEO				
Program	Actual YTD	Current Budget YTD	Variance to Current Budget	Full Year Current Budget
Kowanyama Office	Deficit	(\$241,531)	(\$314,233)	\$72,702
Councillor Costs	Deficit	(\$206,177)	(\$272,205)	\$66,028
General Council	Deficit	(\$2,135,033)	(\$2,520,752)	\$385,719
Arthur Beetson - Legends	Deficit	(\$209,944)	(\$200,000)	(\$9,944)
KASC Events	Surplus	\$242	(\$32,500)	\$32,742
Carbon Farming	Deficit	(\$301,115)	(\$208,230)	(\$92,885)
Cleaning Services	Deficit	(\$40,388)	(\$97,828)	\$57,440
Kowanyama Culture & Research Centre	Surplus	\$0	(\$62,682)	\$62,682
Accommodation Facilities	Surplus	\$701,730	\$217,067	\$484,663
Neighbourhood Centre ILUA	Deficit	(\$760)	\$0	(\$760)
Future Housing Supply Strategy CHSP 2025-26 HSP1 0005	Surplus	\$112,000	\$0	\$112,000
<b>TOTAL Office of the CEO</b>	<b>Deficit</b>	<b>(\$2,320,975)</b>	<b>(\$3,491,363)</b>	<b>\$1,170,388</b>
				<b>(\$7,718,553)</b>

Revenue is higher than budget for Interest Received \$291k, Accommodation Facilities \$402k and Rates and Levies \$67k. The balance of the variance is mainly due to the timing of revenue and expenditure against budget phasing.

Corporate & Financial Services				
Program	Actual YTD	Current Budget YTD	Variance to Current Budget	Full Year Current Budget
Cairns Office & Finance	Deficit	(\$458,226)	(\$473,240)	\$15,014
Human Resources	Deficit	(\$382,097)	(\$351,770)	(\$30,327)
Governance	Deficit	(\$158,510)	(\$418,325)	\$259,815
Information, Communications & Technology	Deficit	(\$257,941)	(\$593,035)	\$335,094
Purchase Store	Deficit	(\$173,284)	(\$209,307)	\$36,023
Payroll Use Only	Surplus	\$0	\$0	\$0
Blue Cafe	Deficit	(\$1,171)	\$0	(\$1,171)
Kowanyama Cattle Co	Surplus	\$160,223	\$98,340	\$61,883
Cyber Security Awareness Support For Vulnerable Groups	Deficit	(\$6,005)	(\$17,000)	\$10,995
RMIT Mapping The Digital Gap	Surplus	\$0	\$0	\$0
FAGS - General Purpose	Surplus	\$1,125,394	\$554,206	\$571,188
Indigenous Councils Funding Program (Icfp)	Surplus	\$3,700,595	\$3,699,590	\$1,005
<b>TOTAL Corporate &amp; Financial Services</b>	<b>Surplus</b>	<b>\$3,548,977</b>	<b>\$2,289,459</b>	<b>\$1,259,518</b>
				<b>\$3,584,741</b>

The Financial Assistance Grant received to date is \$571k higher than budgeted. The balance of the variance is mainly due to vacancy savings and the timing of expenditure for legal, consultants and Information Technology projects.

### Net Operating Results by Program

#### Community Services & Cultural Heritage

Program		Actual YTD	Current Budget YTD	Variance to Current Budget	Full Year Current Budget
<b>Untied Funding Programs</b>					
Centrelink	Surplus	\$22,053	(\$287)	\$22,340	\$0
Community Bus	Deficit	(\$534)	(\$34,000)	\$33,466	(\$81,095)
Mp Sport & Rec Facility	Deficit	(\$101,478)	(\$60,075)	(\$41,403)	(\$143,613)
Post Office	Deficit	(\$69,784)	(\$87,767)	\$17,983	(\$208,549)
NAIDOC	Deficit	(\$50,851)	(\$71,000)	\$20,149	(\$71,000)
Hcp/Medicare Payments For Aged Care	Surplus	\$219,410	\$29,280	\$190,130	\$70,465
Meals On Wheels (MOW)	Deficit	(\$61,370)	\$5	(\$61,375)	\$0
Aged Care CHSP	Deficit	(\$18,299)	\$12,940	(\$31,239)	\$33,084
Aged Care Rent	Surplus	\$10,560	\$3,335	\$7,225	\$8,000
<b>Subtotal - Untied Funding Programs</b>		<b>(\$50,293)</b>	<b>(\$207,569)</b>	<b>\$157,276</b>	<b>(\$392,708)</b>
<b>Tied Funding Programs</b>					
IAS RIBS	Surplus	\$919	\$1,935	(\$1,016)	\$4,632
Dept Of Emergency Services	Deficit	(\$7,245)	(\$2,700)	(\$4,545)	(\$6,500)
DETE Childcare	Deficit	(\$64,202)	(\$425)	(\$63,777)	(\$0)
DETE Vacation Care	Surplus	\$0	(\$27)	\$27	(\$0)
Child Care Hub Establishment	Deficit	(\$31,695)	(\$260)	(\$31,435)	(\$0)
Get Ready Queensland	Deficit	(\$2,685)	\$5	(\$2,690)	\$0
NIAA Kowanyama Playgroup	Deficit	(\$40,153)	(\$372)	(\$39,781)	\$0
IAS Sport & Rec	Deficit	(\$18,984)	(\$215)	(\$18,769)	(\$0)
Deadly Active Sport & Rec Program	Surplus	\$38,614	(\$390)	\$39,004	(\$0)
Kowanyama Men's Shed Operating Grant	Deficit	(\$17,788)	(\$21,620)	\$3,832	(\$51,556)
Doha Njcp 279	Surplus	\$219,396	\$21,320	\$198,076	(\$74,137)
Womans Shelter	Deficit	(\$27,857)	(\$1,277)	(\$26,580)	(\$0)
Women'S Meeting Place	Surplus	\$16,461	(\$54,130)	\$70,591	(\$127,425)
Ndia Community Connector Services	Surplus	\$779	\$0	\$779	\$0
Community Toolbox	Deficit	(\$7,393)	(\$7,485)	\$92	(\$17,964)
Queensland Community Support Scheme (Qcss)	Surplus	\$7,405	\$0	\$7,405	(\$1)
Chde Financial Emergency Relief Program	Surplus	\$4,987	\$0	\$4,987	\$0
Community Child Care Fund Restricted Program Expansion (CCCFR)	Deficit	(\$485,646)	(\$149,590)	(\$336,056)	(\$359,020)
Chde - Disaster Emergency Relief	Surplus	\$0	\$0	\$0	\$0
Our Learning Our Way	Surplus	\$0	(\$41,660)	\$41,660	(\$100,000)
Local Decision Making Body (LDMB)	Deficit	(\$12,261)	\$0	(\$12,261)	\$0
Health & Wellbeing Planning Activities	Deficit	(\$74,880)	(\$31,250)	(\$43,630)	(\$75,000)
Growing Indigenous Knowledge Centre	Deficit	(\$28,458)	\$0	(\$28,458)	\$0
The Future Is In Your Hands	Surplus	\$8,000	(\$28,430)	\$36,430	(\$68,254)
Get Ready Kowie Kids (Frrr)	Surplus	\$25,000	\$0	\$25,000	\$0
<b>Subtotal - Tied Funding Programs</b>		<b>(\$497,685)</b>	<b>(\$316,571)</b>	<b>(\$181,114)</b>	<b>(\$875,225)</b>
<b>TOTAL Community Services &amp; Cultural Heritage</b>	<b>Deficit</b>	<b>(\$547,979)</b>	<b>(\$524,140)</b>	<b>(\$23,839)</b>	<b>(\$1,267,933)</b>

Untied funding unfavourable variances arose for Meals on Wheels (\$61k) mainly due to timing of stock for the wet season and MPC wages (\$26k). The Tied Funding Program variances are predominantly due to the timing of funding received and are monitored based on the period of the funding agreement which can span multiple years.



### Net Operating Results by Program

#### Roads, Infrastructure & Essential Services

Net Operating Results by Program	Actual YTD	Current Budget YTD	Variance to Current Budget	Full Year Current Budget
<b>Untied Funding Programs</b>				
Council Houses / Buildings	Deficit	(\$2,604,995)	(\$2,580,320)	(\$24,675)
Building/ Carpenters	Deficit	(\$314,012)	(\$293,323)	(\$20,689)
Electrician	Deficit	(\$38,106)	(\$127,590)	\$89,484
Essential Services	Deficit	(\$814,198)	(\$746,285)	(\$67,913)
Parks & Gardens	Deficit	(\$235,868)	(\$565,887)	\$330,019
Roads	Deficit	(\$154,117)	(\$66,097)	(\$88,020)
Workshop	Deficit	(\$64,720)	(\$59,165)	(\$5,555)
Swimming Pool	Deficit	(\$125,328)	(\$75,743)	(\$49,585)
Heavy Plant	Surplus	\$367,762	\$429,385	(\$61,623)
Road Contractors Camp	Surplus	\$8,275	(\$3,115)	\$11,390
Airport	Deficit	(\$69,398)	(\$15,797)	(\$53,601)
Batching Plant	Surplus	\$499,376	\$51,035	\$448,341
QBuild Upgrade Program	Surplus	\$161,264	\$254,665	(\$93,401)
QBuild R&M Program	Surplus	\$206,554	\$219,820	(\$13,266)
<b>Subtotal - Untied Programs</b>		(\$3,177,510)	(\$3,578,417)	\$400,907
<b>Tied Funding Programs</b>				
QRA Counter Disaster Operations (CDO)	Surplus	\$138,760	\$0	\$138,760
Enhancing Local Government Biosecurity Capacity (ELGBC)	Deficit	(\$27,382)	\$0	(\$27,382)
Qld Health Public Health	Surplus	\$25,020	(\$49,458)	\$74,478
Nest To Ocean	Deficit	(\$42,850)	\$0	(\$42,850)
Daff - Indigenous Rangers Coastal Clean Up	Deficit	(\$8,988)	\$0	(\$8,988)
Indigenous Rangers	Deficit	(\$239,095)	(\$29,045)	(\$210,050)
Land & Sea Women Rangers Program	Deficit	(\$26,183)	(\$85,394)	\$59,211
<b>Subtotal - Tied Funding Programs</b>		(\$180,717)	(\$163,897)	(\$16,820)
<b>TOTAL Road, Infrastructure &amp; Essential Services</b>	Deficit	(\$3,358,227)	(\$3,742,314)	\$384,087
				(\$8,431,343)

Untied funding unfavourable variances arose for Council Houses & Buildings Contractors (\$192k), Airport (\$82k) due to lower landing fees and aviation fuel sales than budgeted, Essential Services (\$68k), Heavy Plant (\$62k) and the Swimming Pool (\$50k) mainly due to higher Repairs & Maintenance. Additonal unfavourable variances arose for Road Gang (\$88k) mainly due to higher wages and QBuild programs (\$107k) mainly due to lower volumes of work completed to date and timing of upgrades . These are partially offset by favourable variances for Parks & Gardens \$330k and Electrician \$89k mainly due to lower wages. The Tied Funding Program variances are predominantly due to the timing of funding received and are monitored based on the period of the funding agreement which can span multiple years.

<b>TOTAL NET OPERATING RESULT</b>	Deficit	(\$2,678,204)	(\$5,468,358)	\$2,790,154	(\$13,833,089)
-----------------------------------	---------	---------------	---------------	-------------	----------------

Capital	Deficit	(\$1,735,837)	(\$2,214,500)	\$478,663	(\$2,214,500)
<b>TOTAL NET CAPITAL RESULT</b>	Deficit	(\$1,735,837)	(\$2,214,500)	\$478,663	(\$2,214,500)

<b>TOTAL NET RESULT</b>	Deficit	(\$4,414,040)	(\$7,682,858)	\$3,268,818	(\$16,047,589)
-------------------------	---------	---------------	---------------	-------------	----------------

Project	CAPITAL PROJECTS SCHEDULE as at 30/11/2025										
	PROJECT BUDGET				GRANT FUNDING				EXPENDITURE		
	Project Funding - Grant	Project Funding - Grant (variations)	Project Funding - COF	Project Total Budget	Grants Received upto 30/6/25	Grants Received 2025/26	Grants balance not yet received	Expenditure to 30/6/25	Expenditure 2025/26	Commitments 2025/26	Total project expenditure including commitments 30/11/2025
	a	b	c	d = (a + b + c)	e	f	g = (a + b - e - f)	h	i	j	k = (h + i + j)
Remote Housing Program - round 1	2,139,037	485	0	2,139,522	1,925,134	235,294	(20,905)	2,139,522	0	0	0
Remote Housing Program - round 2	4,515,679	0	4,515,679	4,064,111	0	451,568	3,793,099	0	424,664	4,211	4,211
Subdivision Stage 1B	3,051,953	0	3,051,953	2,746,758	0	305,195	2,855,936	131,824	345,653	3,333	3,333
Women's Meeting Place Stage 1	313,000	0	313,000	313,000	0	0	0	284,865	0	0	284,865
Cultural Collection / Cyclone Vault	100,000	0	100,000	100,000	0	0	(540)	61,041	12,666	10,000	8
Workers Camp Feasibility Study	55,000	0	55,000	50,000	0	0	0	40,879	0	0	4,000
Kowanya Hub Project	55,000	5,400	60,400	55,000	0	0	48,376	0	0	0	4
Lighting Upgrade at Sports Ground	415,000	0	415,000	207,500	0	207,500	0	0	0	0	0
Indigenous Knowledge Centre Establishment	60,000	0	60,000	60,000	0	0	77,280	0	0	0	7
W4Q.24-27 Koro Welcome Sign	05,000	0	05,000	42,500	0	47,500	55,232	0	0	0	5
W4Q.24-27 Cyclone Resilient Museums Vault	465,000	0	465,000	232,500	0	232,500	0	0	0	0	0
W4Q.24-27 Koro Administration Building Upgrades	1,500,000	0	1,500,000	750,000	0	750,000	75,895	39,998	1,551,622	1,666,222	1,666,222
W4Q.24-27 Koro Staff Housing Upgrades	500,000	0	500,000	250,000	0	250,000	0	0	460,527	460,527	460,527
Remote Airstrip Upgrade Program (RAU9) Round 10	1,443,440	0	1,443,440	0	481,148	962,292	254,949	1,125,872	105,540	1,488,418	1,488,418
Five, Four Bed Detached Houses On Lot 81 (Schedule 2)	3,666,562	0	3,666,562	1,099,969	0	2,566,593	0	36,296	273,756	31	31
Four, Four Bed & 1 Six Bed Detached Houses On Lot 81 (Schedule 3)	4,147,584	0	4,147,584	1,244,275	0	2,903,309	0	0	0	0	0
Three, Four Bed & Two, Five Bed Detached Houses On Lot 81 (Schedule 4)	4,147,264	0	4,147,264	1,244,179	0	2,903,085	0	0	0	0	0
Three, Four Bed & Two, Five Bed Detached Houses On Lot 81 (Schedule 5)	3,371,655	0	3,371,655	1,011,492	0	2,360,158	0	0	0	0	0
Extensions To Four Detached Houses (Schedule 6)	3,000,000	0	3,000,000	0	900,000	2,100,000	0	0	0	0	0
Kowanya Staff Housing Upgrades 1ggsp 2024-28	1,069,122	0	1,069,122	320,737	0	748,385	0	58,563	1,095,647	1,151,647	1,151,647
Aerodrome Rehabilitation Upgrade KASC.0073.2425	7,950,275	0	7,950,275	2,385,083	0	5,565,193	0	2,919,823	1,315,268	4,233,268	4,233,268
QRA REPA KASC.0032 Town Sts	3,730,478	0	3,730,478	1,119,144	2,238,287	373,048	1,266,735	2,582,797	319,276	4,161,276	4,161,276
Magnificent Creek Bank Fortification Kasc.0036.2122	492,788	0	492,788	147,836	0	344,951	64,189	244,579	55,663	36,663	36,663
Magnificent Creek Bank Fortification section 1 KASC.0033.2122	1,243,444	0	1,243,444	373,033	0	870,411	16,478	356,492	1,099,518	1,471,518	1,471,518
Flood Mitigation Catchment A Swale Drain KASC.0034.2122	521,778	0	521,778	156,533	0	365,245	10,900	8,480	0	1	1
Magnificent Creek Bank Fortification section 2 KASC.0035.2122	779,663	0	779,663	233,899	0	545,764	28,400	168,086	0	19,086	19,086
Flood Risk Management Program (Frmp)	690,000	0	690,000	0	690,000	0	2,031	0	0	0	0
Qra Kasc.0037.2122.D.Rec	1,173,352	0	1,173,352	280,175	0	893,177	280,175	0	0	0	0
Qra Kasc.0038.2122 Town Sts	1,224,676	0	1,224,676	651,007	451,201	122,468	651,007	1,317,247	570,456	2,533,247	2,533,247
DRFA Flood Risk Management Program KASC.0042.2122	166,750	0	166,750	50,025	12,304	104,422	53,900	24,069	110,897	18	18
Qra REPA Rural Kasc.0041.2223	7,565,188	0	7,565,188	6,900,421	(579,711)	1,244,479	7,199,221	0	0	7,199,221	0
DRFA REPA Kasc.0045.2223	4,233,936	0	4,233,936	1,300,437	0	2,933,499	1,113,740	0	0	1,113,740	0
DRFA REPA Kasc.0044.2223	805,435	0	805,435	382,033	362,313	61,090	725,707	425,924	182,346	1,333,346	1,333,346
DRFA REPA Town Sts Kasc.0043.2223	1,607,539	0	1,607,539	594,884	1,189,768	(177,113)	766,367	1,959,836	1,062,834	3,783,834	3,783,834
Topsy Road Concrete Causeways	500,000	0	500,000	200,000	50,000	250,000	43,500	486,211	42,795	57	57
DRFA REPA & Betterment Kowanya St KASC.0047.2223	1,895,060	0	1,895,060	568,518	0	1,326,542	138,500	25,306	1,879,162	2,042,162	2,042,162
DRFA REPA & Betterment Carrington St KASC.0048.2223	1,522,634	0	1,522,634	456,790	615,198	450,646	121,400	954,188	684,375	1,751,275	1,751,275
QRA REPA Topsy Rd KASC.0051.2324	10,650,318	0	10,650,318	3,471,867	1,155,761	6,022,690	3,580,239	1,155,761	1,016,306	5,755,239	5,755,239
QRA REPA Landing Rd KASC.0052.2324	5,989,012	0	5,989,012	1,796,704	2,844,505	1,347,803	444,272	4,330,492	0	4,771,272	4,771,272
QRA REPA Porrumpuraaw Rd KASC.0053.2324	14,459,467	0	14,459,467	4,337,840	1,220,868	8,900,759	2,903,270	3,132,585	0	6,038,270	6,038,270
QRA REPA South Mitchell Rd KASC.0054.2324	2,544,931	0	2,544,931	1,152,182	875,603	517,146	196,512	1,919,304	0	2,111,304	2,111,304
QRA REPA Kowanyumvl Rd KASC.0055.2324	2,611,093	0	2,611,093	1,441,807	1,815,915	(646,629)	157,698	3,189,565	416,632	3,763,565	3,763,565
QRA Accessible Roads	0	0	0	0	0	0	34,521	0	0	0	3
REPA Porrumpuraaw Road (Mitchell River - Alice River) KASC.0056.2324	8,428,476	0	8,428,476	2,528,543	4,750,327	1,149,606	1,002,675	6,411,260	0	7,411,260	7,411,260
REPA Porrumpuraaw Road (Alice River - Coleman River) KASC.0057.2324	15,906,735	0	15,906,735	5,859,656	0	10,047,079	503,509	4,007,197	10,293,754	14,800,754	14,800,754
QRA Emergency Works FY25	694,215	0	694,215	0	694,215	198,004	496,211	0	0	69	69
QRA REPA Farm Access Rd KASC.0060.2324	280,874	0	280,874	84,262	57,000	284,865	139,612	12,281	144,678	0	15
QRA REPA South Mitchell Rd (Second Half) KASC.0061.2324	2,171,086	0	2,171,086	0	0	2,171,086	53,757	111,380	20,961	18	18
QRA REPA Sewer Treatment Plant Rd KASC.0062.2324	329,954	0	329,954	0	0	329,954	12,281	115,707	0	12,281	0
QRA REPA Inarjamby Road KASC.0071.2324	14,703	0	14,703	9,382	3,851	14,703	0	0	0	0	0
QRA 23-24 Bettongia Sealed Roads KASC.0072.2324	1,299,132	0	1,299,132	0	1,169,218	129,913	0	0	1,499,870	0	1,499,870
DRFA Sealed Roads 2024 25 KASC.0077.2425	845,542	0	845,542	0	0	845,542	0	0	1,588,557	0	1,588,557
DRFA Sealed Roads 2024 25 KASC.0078.2425	988,424	0	988,424	0	0	360,951	627,471	0	543,661	0	543,661
DRFA Unsealed Roads 2024 25 KASC.0076.2425	3,560,094	0	3,560,094	0	1,595,515	1,964,579	0	0	1,618,271	0	1,618,271
Qra Emergent Works 2024 Kasc.0066.2324	0	0	0	0	0	0	0	0	537	0	0
R2B - Ircip Phase 4	248,240	0	248,240	148,944	0	99,296	256,338	505	3,295	26	26
TIDS ATSI 2023/24	363,680	(96,180)	0	267,500	0	0	203,500	0	0	0	0
TIDS ATSI 2024/25	363,680	96,180	0	459,860	429,421	0	303,439	429,421	(1,163)	0	42
TIDS ATSI 2025/26	363,680	0	0	0	0	0	363,680	0	208,652	4,790	21
Network Hardware Refresh	0	0	60,000	60,000	0	0	0	0	672,187	0	672,187
Sharpoint eDRMS	0	0	100,000	100,000	0	0	0	0	0	0	0
CCTV Migration	0	0	100,000	100,000	0	0	0	0	0	0	0
Asset Management Reserve - Renewals program	0	1,594,237	1,594,237	0	0	0	0	263,155	118,948	412,777	79
Fleet Renewals FY26	760,000	0	760,000	0	0	0	0	0	0	23,861	3,000
Parks and Gardens - Equipment Renewal Program	42,400	0	42,400	0	0	0	0	0	0	0	0
Parks and Gardens - Open Space Renewal Program	50,000	0	50,000	0	0	0	0	0	0	0	0
Sewer Infrastructure replacement and renewal program	50,000	0	50,000	0	0	0	0	0	34,306	17,091	5
Ranger Container	88,000	0	88,000	0	0	0	0	0	38,337	900	3
Staff Housing	750,000	0	750,000	0	0	0	0	0	0	0	0
Orinras & Sefton Upgrades	181,000	0	188,000	0	0	0	0	0	52,727	0	5
Passthrough Dishwasher Aged Care	0	0	0	0	0	0	0	0	0	13,737	0
	145,666,725	485	5,013,037	150,680,247	54,125,172	22,255,037	69,287,001	32,590,828	45,774,735	24,887,234	103,25



Year to Date September 2025

Current Assets	25/26	Current Liabilities	
Cash At Bank & Onhand	28,859,580	Trade Creditors	- 2,505,429
Self Insurance Reserve	- 71,667	Accrued Expenses	- 2,895,503
Trade & Other Receivables	3,478,478	Income Received in Advance	
Provision For Doubtful Debts	- 78,119	Payroll & Other Creditors	- 248,956
Inventories	1,253,228	Loan Liability	- 116,059
GST Receivable	154,643	Provisions	- 933,327
Accrued Income / Payments in advance	1,099,156	Contract & Lease Liabilities	- 89,432
<b>TOTAL CURRENT ASSETS</b>	<b>34,695,299</b>	<b>TOTAL CURRENT LIAB</b>	<b>- 6,788,706</b>

## Non-Current Assets

Finance Leases	7,467,754	Loan Liability	- 809,165
Prepaid Pastoral Leases	153,158	Provisions	- 2,647,379
Security Deposits	17,500	Lease Liability	- 461,017
<i>Property, Plant &amp; Equipment (at written down value)</i>		<b>TOTAL NC LIABILITIES</b>	<b>- 3,917,561</b>
Buildings	33,894,306		
Residential Housing	50,817,758	<b>TOTAL LIABILITIES</b>	<b>- 10,706,266</b>
Plant & Equipment	748,701		
Motor Vehicles	2,474,869	<b>TOTAL NET ASSETS</b>	<b>266,467,021</b>
Furniture & Fittings	0		
Roads, drainage, culverts	64,307,150	<b>Equity</b>	
Water	7,252,674		
Sewerage	10,013,514	Asset Revaluation Reserve	116,237,018
Other Infrastructure	10,002,165	Retained Earnings	150,230,003
Works in Progress	54,825,207	<b>TOTAL EQUITY</b>	<b>266,467,021</b>
Right of Use Asset	503,231		
<b>TOTAL NON-CURRENT ASSETS</b>	<b>242,477,988</b>		

## TOTAL ASSETS

277,173,287

	Ageing	Trade Debtors & Other Receivables	Trade Creditors (Payables)
<b>Cash Position</b>			
Total Cash At Bank & Onhand	\$ 28,859,580	Current \$ 1,853,210	\$ 1,673,313
Tied Funds - Quarantined Operating	\$ 1,932,153	30 Days \$ 1,338,891	\$ 761,616
Tied Funds - Quarantined Capital	-\$ 613,846	60 Days \$ 109,353	\$ 13,762
Tied Funds - Self-Insurance Reserve	\$ 2,500,000	90+ Days \$ 177,024	\$ 56,738
Operating Funds remaining	\$ 25,041,273	<b>Total</b> \$ 3,478,478	\$ 2,505,429
<b>Financial Sustainability Goal - 6 Months</b>	<b>Months</b>		
Number of months covered - Statements	11.33		
Number of months covered - Capital Grants Awaiting	11.62		
<i>Estimated Monthly Expenditure</i>			
Payroll - Budget	\$1,104,025		
Materials and Services - Prior Year Actuals	\$1,051,213		
<b>Total per month</b>	<b>\$2,155,238</b>		

#### 4.3.1.c – Information Report

Title:	HR Monthly Information Report
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	16 December 2025

#### New HR/Payroll system (Employment Hero)

##### Project Progress:

On Thursday 13<sup>th</sup> November 2025 Council went live with Employment Hero's payroll platform, successfully creating and distributing to all employees. A small number of issues were identified and were triaged by the project team for immediate action.

While employees have responded positively to the new digital time sheeting requirements, some additional training will be provided to line managers to ensure that time sheet approvals and leave administration operate as designed.

A 'project close' meeting with Employment Hero consultants is scheduled for Wednesday 19<sup>th</sup> November 2025. This will formalise the end the system roll out that has occurred under guidance from Employment Hero.

Additional Employment Hero modules including Performance Management and Training will be rolled out in the coming months.

#### Recruitment

Position Title	Recruitment Process Stage
Administration Officer Traineeship	Recruiting
Centrelink Officer	Position filled
Cultural Centre Support Officer	Position filled
Early Years Place Coordinator	On Hold
Manager Environmental Health	Shortlisting
Radio Announcer	On Hold
Ranger Coordinator	Shortlisting
Station Hands Officer	On hold
Executive Manager Community Services	Shortlisting/Interviews
Manager Community Services and Events	Recruiting
Manager Child & Youth Engagement	Final Stages
Grounds Person	Recruiting

#### Current Workers Compensation Claims

- One claim currently in progress

#### 4.3.2.a – Agenda Report

Title:	Policy and Procedure
Author:	Governance Officer
Meeting Date:	16 December 2025

**Resolution:** That Council resolves to repeal:

1. KASC-ADMIN-016: Vehicle Hire Policy

**Resolution:** That Council resolves to adopt:

1. KASC-STRAT-009 Procurement Policy
2. KASC-ADMIN-032 Vehicle Usage Policy

#### **Summary:**

##### **KASC-ADMIN-016: Vehicle Hire Policy** – repeal existing policy

The Vehicle Hire Policy was adopted by Council in September 2019 to provide guidelines for the hire of Council vehicles, including their use by community members for personal purposes.

The repeal of the Vehicle Hire Policy is proposed for the following reasons:

- Following a review of Council's operational priorities and resources, it has been determined that vehicles should be reserved solely for Council business-related activities. This decision reflects Council's commitment to optimising the use of assets for organisational purposes and ensuring alignment with operational objectives.
- Council vehicles are critical resources for delivering services and supporting Council operations. Restricting their use to business-related activities ensures their availability for essential functions and reduce the risk of operational disruptions caused by vehicle unavailability.
- Administrative and financial impacts by vehicles being returned with damages, leading to increased repair costs and administrative workload to manage claims and repairs.
- Reduces Council's exposure to legal and financial risks associated with insurance claims and vehicle damage. Council will amend its existing administrative policy KASC-ADMIN-032 Vehicle Usage Policy to ensure the usage of vehicles is restricted to Council Officers, Elected Members and approved stakeholders for Council business-activities only.

##### **KASC-STRAT-009: Procurement Policy** – adopt existing policy

Minor amendments have been made to the existing policy as follows:

- A clear priority list for all Council procurement of goods and/or services via Vendor Panel platform to promote local business and industry and sound contracting principles, namely:
  - **Council Arrangements** (Prequalified suppliers/ approved contractors/ preferred suppliers/ sole suppliers by Council resolution etc)
  - **LGA Arrangements** (Local Buy Prequalified Supplier Arrangements)
  - **Quotes/ Tenders.**
- Clarification on CEO's **conditional financial delegation** (\$200k+). This will **only** apply where:
  - budget is available – not unbudgeted expenditure (within adopted budget and/or grant funded); AND
  - Procurement is entirely under a Council Arrangement or LGA arrangement

All changes are tracked for your convenience.

**KASC-ADMIN-032: Vehicle Usage Policy**— adopt existing policy

Policy has undergone a complete re-write to provide a more comprehensive guideline for vehicle use and expectations. The policy now provides a clear outline on categories for vehicle use (private, commuter, on-call etc), unacceptable and unacceptable use, prohibitions for vehicles and GPS system requirements.

**Attachments:**

- Vehicle Hire Policy
- Procurement Policy
- Vehicle Usage Policy

## Attachment: Vehicle Hire Policy





## Vehicle Hire Policy

**Number:** Admin.16

**Responsible Manager:** Chief Executive Officer

**Head Policy:** N/A

**Legislation:** N/A

---

### **1. Purpose**

The purpose of the policy is to provide a clear process in the hiring of council vehicles.

The policy also supports employees (charged with the role of coordinating and approving vehicle hire), by providing a clear decision framework.

### **2. Scope**

This policy applies to people applying to hire a vehicle, employees, senior managers, CEO, volunteers, Councillors, the Deputy Mayor and the Mayor.

### **3. Definitions**

Nil

### **4. Application**

Council has a range of vehicles that can be hired by members of the public, private business, government agencies and employees.

Vehicle hiring provides the following benefits:

- Provides fly in, fly out private business and government agencies an alternative to purchasing car outright
- Supports community and employees to access vehicles for the personal business
- Provides a revenue stream for council

### **Process**

Any member of the public, private business, government agencies, employees, senior managers, CEO, Mayor or Deputy Mayor requesting to book a vehicle must complete the **“Vehicle Hire Form”**.



The form can be accessed from Council's website, or from the Kowanyama or Cairns council offices.

The form should be provided to the Administration Manager at [carhire@kowanyama.qld.gov.au](mailto:carhire@kowanyama.qld.gov.au).

Completed forms must be received a minimum of two working days prior to the hire date.

Council cannot guarantee that vehicles will be available.

## **Vehicle Hire Fees**

As per Council's Fees and Charges.

## **Prior to Vehicle Hire**

The Administration Manager, or delegate, will inspect the vehicle prior to hire to ensure it is to council standards and has a full tank of fuel.

Once the vehicle is returned, the Administration Manager, or delegate, will inspect the vehicle. Once they deem the vehicle to be in an acceptable condition the deposit will be refunded. Deposits paid via eftpos will take a minimum of four days to process.

## **Deposit**

A deposit of \$100 must be paid prior to the vehicle being used. The deposit will be refunded in full when the vehicle is returned:

- in acceptable condition (internal and external)
- with a full tank of fuel
- on the agreed date (no later – note, late charges also to be applied)

## **Responsibilities and Restrictions**

- Vehicles can not be hired to drive on roads that:
  - are currently closed, or
  - are predicted to be closed during the car hire period
- Vehicles can only be hired to a licensed driver.
  - Cars can be hired by learner drivers for the purpose of driving lessons. The licensed driver teaching the learner must cosign the booking form.
- The driver is responsible for all traffic and parking fines
- The driver is responsible for all damage to the vehicle



## **Vehicle Hire Fee Waiving or Discounts**

- **Funerals**

The Vehicle hire fee may be waived on approval of the CEO and the Mayor when a funeral has been recognized by the Mayor as being of cultural significance to Kowanyama families.

Only one car hire fee can be waived for each funeral and for a maximum of three days. A deposit is still required, and all Responsibilities and Restrictions (as above) still apply.

- **Community Benefit**

The vehicle hire fee may be discounted if it is considered to be of community benefit under Council's community grant scheme. A Council Community Grant form should be completed for this to be considered as per the **Community Grant Policy**. The community grant forms should be received by Council by the 1st Tuesday of each month.

## **5. Review**

This policy is to remain in force until otherwise determined by Council.

## **Approval**

This policy was duly authorised by Council as the Kowanyama Aboriginal Shire Council's Vehicle Hire Policy and shall hereby supersede any previous policies of the same intent.

Chief Executive Officer, Gary Uhlmann

**Date: 25 September 2019**

## Attachment: Procurement Policy



# Kowanyama Aboriginal Shire Council

# Procurement Policy



---

Policy Number:	KASC-STAT-009
Responsible Manager:	Executive Manager Corporate and Financial Services
Legislation:	Local Government Act 2009 Local Government Regulation 2012 Public Sector Ethics Act 1994 (Qld) Work Health and Safety Act 2011 (Qld)
Associated Documents:	Code of Conduct Councillor Code of Conduct
Approval Date:	24 June 2025

---

## 1. Background

1.1. A Procurement Policy is required under section 198 of the Local Government Regulation (Regulation), stating that:

- a local government must prepare and adopt a policy about procurement (procurement policy).
- the procurement policy must include details of the principles, including the sound contracting principles, that the local government will apply in the financial year for purchasing goods and services.
- a local government must review its procurement policy annually.

Additionally, a Contracts Manual is required under section 222 of the Regulation, applying the Sound Contracting Principles, achieving procurement consistency with the five-year Corporate Plan and any adopted contracting plan, and including how Council will deal with non-current assets with values less than the limits set in Schedule 4 herein.

It is also a requirement in compliance with the sound contracting principles, that all Council procurement occur with utmost probity.

This policy serves as both the Procurement Policy, Contracts Manual and Probity Plan.

## 2. Purpose

2.1. This document sets out Kowanyama Aboriginal Shire Council's (Council) policy for the purchase of goods and services and carrying out of the Sound Contracting Principles.

### 3. Scope

3.1. This policy applies to the purchase of all goods and/or services by all Personnel for and on behalf of the Council.

### 4. Terms and Definitions

<u>Ethics Principles Council Arrangement</u>	means a current Council prequalified supplier, preferred supplier, approved contractor, sole supplier, or other exemption to tender/ quotes formally resolved by Council (not including LGA Arrangement (eg. Local Buy)).
Ethics Principles	means those core principles set out in the Public Sector Ethics Act 1994 (Qld), at section 4.
General Tender Process	means the Tender/EOI process set out in paragraph 10.1.
Genuine Emergency	means, in the context of an exemption from tender/ quotation requirements for Medium-sized contracts or Large-sized contracts, circumstances where a genuine emergency exists requiring the procurement of urgent goods and/or services. Examples of a Genuine Emergency include procurement to mitigate a threat of imminent harm to persons and/or property. For the avoidance of doubt, Genuine Emergency does not include circumstances caused by avoidable delay and lack of due diligence and planning, resulting in urgency (i.e., failing to call for tenders/ quotation earlier).
Goods and Services	means all goods and services of whatever nature (ie. mechanical, construction, legal, accounting etc).
Goods and Services Tax (GST)	All values quoted in this policy are exclusive of GST
Government Agency	means, <ul style="list-style-type: none"><li>• the State, a government entity, a corporatised business entity, or another local government; or</li><li>• another Australian government, or an entity of another Australian government, or</li><li>• a local government of another State.</li></ul>
Large-Sized Contractual Arrangement	means a contractual arrangement with a supplier that is expected to be worth, exclusive of GST, \$200,000 or more in a financial year, or over the proposed term of the contractual arrangement.
<u>LGA Arrangement</u>	<u>means a current Local Buy Prequalified Supplier Arrangement</u>
Local Government Principles	means those core principles set out in section 4 of the Act.
Local Supplier	means a supplier which: <ul style="list-style-type: none"><li>• is beneficially owned by persons who are residents in the Local Government Area of Council; or</li><li>• has its principal place of business within the Local Government Area of Council.</li></ul>
Medium-Sized Contractual Arrangement	means a contractual arrangement with a supplier that is expected to be worth, exclusive of GST, \$15,000 or more but less than \$200,000 in a financial year, or over the proposed term of the contractual arrangement.

Non-Local Supplier	means a supplier who is not a Local Supplier.
Permanent base of operations	means the registered business address within the Council Local Government Area and where most of the business undertaken (50% or greater) is within the Council Local Government Area.
Personnel	means collectively elected members, employees, agents, and contractors of Council.
Plant and Equipment	means plant and equipment which are above the nominated value thresholds for Council valuable non-current asset set out in Schedule 4.
Probitry Plan	means the cumulative procurement requirements set out in this policy.
Purchase Order	means the official/ formal Council order to the supplier of goods and/or services.
Requisition	means an internal request for a purchase, creating a Purchase Order.
Sound Contracting Principles	is defined in clause 6.3 herein and section 104(3) of the Act.
The Act	means the Local Government Act 2009 (Qld).
The Regulation	means the Local Government Regulation 2012 (Qld).
Valuable non-current asset	<p>means (as per section 224(5) of the Regulation):</p> <ul style="list-style-type: none"> <li>• Land/ interest in land; or</li> <li>• Another non-current asset that has an apparent value that is equal to or more than the limit set by Council (see Schedule 4), which cannot be more than that set at section 224(8) of the Regulation. At the time of preparation of this policy, those limits were: <ul style="list-style-type: none"> <li>• for plant and equipment - \$5,000; and</li> <li>• for another type of non-current asset - \$10,000.</li> </ul> </li> </ul>

#### Vendor Panel

means the online Local Government goods and/or services marketplace by the same name for which current Council Arrangements, LGA Arrangements and Marketplace suppliers and jobs are posted.

## 5. ~~Acronyms and Abbreviations~~

### 5.1. ~~In this policy:~~

~~KASC:~~

~~-means Kowanyama Aboriginal Shire Council~~

## **6.5. Policy**

**6.1.5.1.** The procurement of all goods and services by Council must be carried out in accordance with the Act and the Regulation. Chapter 6, Part 3 (Default Contracting Procedures) of the Regulation applies.

**6.2.5.2.** Council's procurement activities aim to achieve legal and ethical outcomes by ensuring compliance by all Personnel with the Sound Contracting Principles (set out in clause 6.3 herein and section 104(3) of the Act) in the procurement of all goods and services by Council.

**6.3.5.3.** Personnel must have regard to the following Sound Contracting Principles in all procurement activities:

### **6.3.1.5.3.1.** Value for money:

Council must harness its procurement power to achieve the best value for money. The concept of value for money is not restricted to price alone.

When assessing value for money, Council will consider:

- fitness for purpose, quality, services, and support; and
- whole-of-life costs including costs of acquiring, using, maintaining and disposal; and
- internal administration costs; and
- technical compliance issues; and
- risk exposure; and
- the value of any benefits to the local economy; and
- value for money through arrangements with Local Suppliers.

### **6.3.2.5.3.2.** Open and effective competition

Procurement should be open and result in effective competition in the provision of goods and services in the Local Government Area. *Council* must give fair and equitable consideration to all prospective suppliers.

### **6.3.3.5.3.3.** The development of competitive local business and industry

- a. Council's procurement activities must seek to proactively encourage competitive local business and industry.
- b. Council wishes to pursue the principle of development of competitive local business and industry as part of the process of making its purchasing decisions. For this purpose, Council may accept a tender or offer from a Local Supplier in preference to a comparable tender or offer from a Non-Local Supplier, even if the tender or offer from the Non-Local Supplier has been assessed overall as more favourable in terms of one or more of the assessment criteria applied (including but not limited to price), so long as the differences are not material, and so long as it is clear that the selected Local Supplier can meet Council's requirements at an acceptably high standard which is generally comparable to that of other offers.
- c. But for price, assessment of materiality of the difference between Local Suppliers and Non-local Suppliers shall be subjective with respect to cumulative selection criteria responses. With respect to pricing however, the materiality threshold shall be >10% (ie. if a Local Supplier price is more than 10% the Non-Local Supplier price, these will not be considered comparable offers for the purposes of clause 6.3.3.2, with reference only to the pricing criteria).

### **6.3.4.5.3.4.** Environmental protection

Consideration must be given to support and promote sustainable outcomes through ensuring the necessary balance between environmental, economic, and social aspects to maintain a high-quality environment as a source of competitive advantage such as:

- Prevention or minimisation of waste;

- Use of recycled products and recycling facilities;
- Conservation of energy in buildings and use of equipment;
- Control of order of quantities to avoid stock build-up, minimise storage requirements and reduce possible obsolescence;
- Where possible, specification of environmentally friendly products in invitation to offer documents; and
- Use of environmentally friendly products in the management of parks/recreational grounds and for weed control on roads and kerb sides.

#### **6.3.5.5.3.5.** Ethical behaviour and fair dealing

Personnel involved in procurement activities are to behave with impartiality, fairness, independence, openness, integrity, and professionalism, maintaining transparency and accountability in their discussions and negotiations with suppliers and their representatives consistent with the Local Government Principles and Ethics Principles

All Personnel must:

- Perform the procurement task honestly and without favour or prejudice;
- Spend Council funds efficiently and effectively and in accordance with the law and Council policy;
- Deal fairly, impartially and consistently with supplies and prospective suppliers;
- Keep confidential all sensitive information obtained as part of the procurement activity;
- Not have an actual conflict of interest in relation to the procurement activity; and
- Not seek or accept any remuneration, gift, or advantage.

#### **6.3.6.5.3.6.** Work Health and Safety considerations

In addition to the *Sound Contracting Principles* set out in clause 6.3 herein, consideration must be given to:

- Selecting suppliers on the basis they can meet the requirements of the Work Health and Safety Act 2011 (Qld) and associated legislation and Codes of Practice;
- Identification, verification, and communication of supplier duties in accordance with Council policies and procedures; and
- Monitoring supplier performance, including the review of Workplace Health and Safety performance.

### **7.6.** Purchasing (General)

#### **7.6.1.** Purchase orders

The issue of a Purchase Order under the terms of contract represents the acceptance of an offer, thereby establishing a legally binding contract. It is important to note that Purchase Orders must be raised before the supply of goods and/or services, subject to certain exceptions, namely:

- Utilities such as:
  - Electricity
  - Street lighting
  - Telephone
  - Mobile phone
  - Internet
- Donations
- Grants
- Sponsorships
- Electoral Commission fees
- Workers' compensation payments
- Insurance settlements
- Other statutory body payments
- Investment transfers
- Reimbursements
- Expenses paid by Corporate Credit Cards
- Long term supply contracts (require a buyer and a seller to commit themselves to a relationship for an extended period of time)
- Direct Payments and fees (bank charges etc.) or;
- Other purchases where the Chief Executive Officer has determined that a *Purchase Order* is not required.

- Fire Levy payments
- Expenses paid by Fuel Cards
- Motor vehicle registration
- Insurances
- Land valuation fees

**6.1.1.** Personnel must follow the Purchasing Process outlined in **Schedule 5**.

**6.1.2.** In furtherance of Council's commitment to proactively encouraging competitive local business and industry and meeting the Sound Contracting Principles, suppliers/providers of all goods and/or services should be approached for quotation in the following priority, moving from one category to the next down the list only where procurement within each category is deemed impracticable/ unsuitable at the Purchasing Manager's sole discretion (eg. no supplier reasonably available to quote/ quotation does not meet project specification and/or budget/ no suitable category of goods and/or services available for the work proposed etc), namely:

1. Off a current **Council Arrangement** (via Vendor Panel);
2. Off a current **LGA Arrangement** (eg. Local Buy Prequalified Supplier) (Via Vendor Panel);
3. Otherwise In accordance with the General Process (Schedule 2) (including but not limited to via Vendor Panel Marketplace, formal request for quotation/ tender etc).

**7.1.1.6.1.3.** Purchase Orders must specify where and to whom the goods and/or services are to be delivered along with delivery instructions. Purchase Orders must contain a quoted price or estimated price apportioned to the relevant budget codes. For items where a Purchase Order is not required, sufficient documentation must be retained to identify why the payment was being made and what it was for.

**7.1.2.6.1.4.** Where an exemption to tender is utilised by Council for the purchase of goods and/or services (**see paragraph 8.2 herein**), details of the exemption must be provided on the Purchase Order itself (eg. where a Local Buy Prequalified Supplier Arrangement is utilised, the arrangement number must be cited on the purchase order).

**7.1.3.6.1.5.** Expenditure limits and threshold limits have been set in this policy at **Schedule 1** to ensure proper fiscal controls and checks are carried out on all purchases. These limits are also subject to having the required budgetary approval.

**7.1.4.6.1.6.** Requests for retrospective Purchase Orders (i.e., Purchase Orders issued after supply) may result in disciplinary action against both person(s) who raise the Purchase Order and approve.

**7.2.6.2.** Alternative payment methods to Purchase Orders

**7.2.1.6.2.1.** Use of Corporate Credit Cards must occur strictly in accordance with policy and procedure of Council.

**7.2.2.6.2.2.** Fuel purchases may be made using fuel cards. Authorised officers will provide a fuel card upon receipt of an approval request for use on travel for Council business use only. The fuel card and receipts are to be returned to the Authorised Officer as soon as practical after use.

**7.2.3.6.2.3.** Purchases up to a maximum transaction limit for individual card holders, excluding fixed assets, may only be made by delegated officers using a Corporate Credit Cards for low value, high volume goods or services. Transaction limits are listed in Schedule 1. Corporate Credit Cards may only be used in accordance with any relevant policy or procedure of Council, and where there is no other reasonable alternative for payment.

**7.3.6.3.** Acceptance questions

There is no requirement to accept the lowest quotation/price. However, where *Personnel* choose a quotation other than the lowest, they must provide a brief written justification which must be kept with the order.

The accepted quote must have regard to the Sound Contracting Principles.

#### 7.4.6.4. Confirmation of Receipt of Goods

7.4.1.6.4.1. Immediately upon receipt, goods must be inspected for compliance with the order specifications and quantities and be reconciled with the order.

7.4.2.6.4.2. The supplier must be formally notified of any returns or shortfalls or damage to the goods received.

7.4.3.6.4.3. Credit requests will be raised, and shortages endorsed on the delivery documents to ensure that the accounts payable section pays only for the quantities received and authorised for payment.

#### 7.5.6.5. Payment

7.5.1.6.5.1. Signed proof of satisfactory receipt/delivery of the goods/services must be provided to authorise payment to the supplier. This may be in the form of authorised signature on the face of the invoice showing date, approving officer name, approving officer position. Shortages, incorrect supplies, damaged goods, inadequate completion of services against scope etc (together "defects"). must be noted to the supplier and invoices must not be paid until defects are rectified by the supplier.

7.5.2.6.5.2. Unless otherwise negotiated or specified in the offer or on the invoice, payment will be made in accordance with Council's trading terms of not greater than thirty (30) days following the date of receipt of the invoice. Personnel must be aware of legislation and contracts requiring earlier settlement.

7.5.3.6.5.3. Settlement discounts will be noted by Personnel and processed within the nominated discount period.

7.5.4.6.5.4. Orders which may require cancellation must be referred immediately to the issuing procurement officer for appropriate action.

### 8.7. Goods and services

#### 8.1.7.1. General Process (procurement of goods and services)

8.1.1.7.1.1. Dependent on the contract value of the goods and services, Personnel shall follow the procedures set out in Schedule 2 of this policy.

#### 8.2.7.2. Exemptions to General Process

8.2.1.7.2.1. For all contracts of any value, Personnel are exempted from compliance with the General Process in clause 8.1.1 Schedule 2 herein, if one of the following exemptions is applicable to the proposed supplier of goods and/or services, namely:

- Supplier is on an approved contractor list; or
- Supplier is on a Register of Pre-qualified Suppliers; or
- Supplier is on a Preferred Supplier Arrangement; or
- Supplier is on a Local Government Arrangement (ie. Local Buy etc).

8.2.2.7.2.2. In addition to those exemptions in clause 8.2.1 herein, for all Medium-Sized Contractual Arrangements and Large-Sized Contractual Arrangements, Personnel are exempted from compliance with the General Process in clause 8.1.1/ Schedule 2 herein, if one of the following additional exemptions is applicable to the proposed supplier, namely:

- a. Council resolves to prepare and adopt a quote or tender consideration plan and procurement is consistent thereto; or
- b. Council resolves that there is only 1 supplier who is reasonably available to supply the goods and/or services required or

c. Council resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or

- I. genuine emergency exists; or
- II. the contract is for the purchase of goods and is made by auction; or
- III. the contract is for the purchase of second-hand goods; or
- IV. the contract is made with, or under an arrangement with, a Government Agency.

## **9.8. Valuable non-current assets**

### **9.8.1. General Process (valuable non-current assets)**

~~9.11.8.1.1.~~ Subject to the exemptions in clauses 9.2 and 9.3 herein, Council cannot enter into a *valuable non-current asset* contract unless it first:

- invites written tenders for the contract; or
- offers the valuable non-current asset for sale by auction.

~~9.12.8.1.2.~~ Notwithstanding the limits set out in **Schedule 4**, all valuable non-current assets that have been identified as being obsolete or surplus to Council requirements, but with a written down value less than the set limits in **Schedule 4**, are to be offered for sale by inviting written quotations only.

### **9.2.8.2. Exceptions for Valuable Non-Current Asset contracts (excluding land/ interests in land)**

~~9.21.8.2.1.~~ Council may dispose of a valuable non-current asset (including land/ interests in land), other than by tender or auction, if:

- the asset was previously offered for sale by tender or auction but was not sold and is sold for more than the highest tender or auction bid that was received; or
- the asset is disposed of to a Government Agency or a community organisation; or
- Council disposes of the valuable non-current asset, other than land, by way of a trade-in for the supply of goods or services to Council, and the disposal is part of the contract for the supply.

~~9.22.8.2.2.~~ In addition to those exemptions in 9.2.1 herein, any disposal of land/interest in land may also occur in accordance with section 236(1)(c) of the Regulation.

**10.9. Tender****General tender process**

Where a Tender/EOI is required (ie. an exemption in clauses 8 or 9 do not apply), the General Tender Process (along with

Step	Description	Milestone	Preconditions
1	Design	Details of the Tender/EOI to be inputted into the template Tender Documents.	<ol style="list-style-type: none"> <li>1. Confirm Tender Evaluation Panel members, technical advisers, and Council's professionals (if any) to be involved in the tender/EOI process.</li> <li>2. Confirm members' credentials and appropriateness for the tender/EOI process.</li> <li>3. Check Tender Evaluation Panel members are familiar with and have access to all relevant legislation and policies.</li> <li>4. As necessary, obtain confidentiality agreements from all external consultants working on the EOI (see Schedule 7).</li> <li>5. Check budget approval exists for tender/EOI.</li> <li>6. Set up process for receipt, recording and acknowledging tenders/ EOI.</li> <li>7. Draft tender timetable, ensuring compliance with legislative requirements.</li> <li>8. Set up confidentiality procedures.</li> <li>9. Brief all staff involved.</li> <li>10. Settle Tender Documents and submit for CEO approval.</li> </ol>
2	CEO Approval	Obtain CEO Approval to the draft Tender Documents.	

3	Tender #	Issue Tender # and include on Contracts Register.	
4	Publication	<p>Advertising on social media and website. Tender must be out to market for no less than 21 clear days.</p> <p>Council may additionally elect to utilise platforms such as Vendor Panel for advertising and receipt of tenders (case by case).</p>	<ol style="list-style-type: none"> <li>1. Check advertising arrangements are correct.</li> <li>2. Arrange tender/EOI briefing meetings.</li> <li>3. Ensure that all tenderers have access to information.</li> <li>4. Notify tenderers of any significant alterations that may occur in the future due to change of circumstances.</li> </ol>
5	Receipt of Tenders	Receive and collate Tenders (generally via nominated tenders email address). Place into Record Management System along with draft Tender Evaluation Sheet for completion by Tender Evaluation Panel members.	
6	Tender Evaluation	Each Tender Evaluation Panel member independently completes Tender Evaluation Sheet. Tender Chair then pulls all scores together and consolidates into a single consolidated Tender Evaluation Sheet.	<ol style="list-style-type: none"> <li>1. Ask for conflict-of-interest declarations from Tender Evaluation Panel members.</li> <li>2. Check tenders are received according to the Conditions of Tendering.</li> <li>3. Complete Tender Evaluation Sheet individually and then come together as a team to discuss results.</li> <li>4. Treat all tender documents as confidential and store securely in Council's records management system.</li> <li>5. Tenders/ EOIs are to be assessed as quickly as possible.</li> <li>6. Notify shortlisted tenderers of interview (if applicable).</li> <li>7. Notify tenderers not shortlisted.</li> <li>8. Document interviews and post tender negotiations.</li> </ol>

			<p>9. Perform due diligence of short-listed tenders.</p> <p>10. Plan and document site inspections (if conducted).</p> <p>11. Chair to prepare a consolidated evaluation report (to be included as Council Agenda Report 7).</p>
7	Council Resolution	Council Agenda Report placed to Council and resolution recorded. Inclusion of Tenders over \$200k on Contracts Register (on website) – see step 10.	<p>1. Preferred Tender(s) along with contract details, Tender Evaluation Sheet and recommendations to be put to Council. Although the resolution is on the face of the minutes, Tender details themselves should not be published.</p> <p>2. Council resolutions should state at the very least:</p> <ul style="list-style-type: none"> <li>• the person with whom the Council has entered into the contract;</li> <li>• the value of the contract;</li> <li>• the relevant sections of the Regulation(s) applicable to the awarding of the tender;</li> <li>• the purpose of the contract.</li> </ul>
8	Successful/ Unsuccessful letters	Successful/ Unsuccessful letters drafted and sent to all Tenderers.	<p>1. Notify the successful tenderer.</p> <p>2. Notify the unsuccessful tenderers.</p> <p>3. Debrief unsuccessful tenderers (on request).</p> <p>4. Set up a pre-start meeting with the successful tenderer.</p>
9	Contracts signed	Contract signed by successful Tenderer(s) and Council.  as necessary – a simple Successful Letter may be sufficient with reference to draft contracts comprising the Tender documents)	
10	Contracts Register	Contract Register updated on Records Management System.	<p>1. Store all documents securely in Council's management system.</p>

#### 10.1.9.1. Evaluation

**10.1.9.1.1.** When evaluating offers (step 6), Personnel shall have regard to the Sound Contracting Principles. All offers will be assessed with consideration to the value of the contract, technical requirements, quality, and importance of the work to be completed, local preference and compliance with relevant legislation as detailed in this policy

**10.1.9.1.2.** Wherever possible, more than one (1) officer of the *Council* will be involved in tender evaluation, awarding and administration of contracts. The process of tendering and evaluation must comply with this policy.

**10.1.9.1.3.** Personnel involved in the assessment process are required to make a full declaration of their financial or political interest in any organisation that has the potential to be a tenderer.

A form of disclosure is to be signed by all those involved in the evaluation and selection processes. A pro-forma disclosure document is at **Schedule 6**.

A conflict of interest that is identified, but classified as non-material by the Evaluation Team, should be recorded by the Chair of the Evaluation Team with detail of any management action required to prevent any later perception that the conflict was material and influenced any relevant decision.

In this regard the Local Government Act 2009 and *Council's* Code of Conduct set out the requirements for dealing with a conflict of interest.

#### 11.10. Variations

**11.10.1.** Each variation to an original contract can only be approved by Personnel if:

- the variation is appropriate and necessary and outside the scope of the original contract; and
- all variations are approved in writing in accordance with any contract documentation; and
- each variation is included as an additional line item on the original *Purchase Order* stating the scope and cost, or a new *Purchase Order* is commenced to reflect the variation; and
- variations to the original contract amount are within budget and the financial delegation of Personnel approving the variation; and
- should the cumulative value of the variations on the contract exceed the highest financial delegation of any *Personnel* (including the CEO - >\$199,999), then any further variation must be approved only by the *Council* by resolution, or a new procurement process is to commence to meet the policy (unless exemptions apply).

#### 12.11. Recordkeeping

##### 12.11.1. Contracts Register

**12.11.1.1.** Council must maintain a Contracts Register, including all contracts (of whatever value) entered by it and make such register available to inspection by both internal and external audit, including such particulars as:

- the person with whom the Council has entered into the contract;
- the value of the contract; and
- the purpose of the contract.

## 12.2.11.2. Publishing details of particular contract(s)

12.2.1.11.2.1. Council must, as soon as practicable after entering a contractual arrangement (for example, a Purchase Order) worth \$200,000 or more (exclusive of GST):

- publish the relevant details of the contract on the Council's website; and
- display the relevant details of the contract in a conspicuous place in the Council's public office; and
- the relevant details must be published or displayed for a period of at least 12 months.

12.2.2.11.2.2. Relevant details of the contract are the same as those contained in clause 12.2.1 herein and may in fact be a list of contracts filtered by value from the Contracts Register.

## 13.12. Delegations

### 13.1.12.1. Financial

13.1.1.12.1.1. The Chief Executive Officer has the delegated authority to allocate financial delegation to Personnel. Any new positions or changes/variations must be approved by the Chief Executive Officer in accordance with the relevant legislation.

13.1.2.12.1.2. Personnel are responsible for ensuring all required paperwork (including, if applicable, the required number of written quotes) as per this policy is provided to them by the requisitioning officer prior to signing/approving the purchase order.

13.1.3.12.1.3. Only Personnel listed in the attached Schedule 1 are entitled to approve expenditure and then only in accordance with their financial delegation limits. By signing a Requisition/ Purchase Order all Personnel are confirming that they have taken full notice of this policy and will comply with all the requirements of this policy.

13.1.4.12.1.4. By raising a Requisition/ Purchase Order, Personnel are confirming that they have taken full notice of these policy requirements and that the expenditure complies with all requirements.

13.1.5.12.1.5. All Personnel with an approved purchasing limit are authorised to submit purchase requests for goods and/or services (up to their purchasing limit) against jobs over which they have clear operational authority and budget responsibility. It is the responsibility of the authorised delegates to ensure the cost coding and funding/budget are correct. The order of goods and/or services cannot proceed without a KASC official Purchase Order being raised.

13.1.6.12.1.6. Personnel may not use another operational area's job cost code(s) without their written approval which must be attached to the order Requisition.

13.1.7.12.1.7. Any requests for expenditure outside of the requirement set out in this policy must be made to the Chief Executive Officer for consideration. Where approvals are given by the Chief Executive Officer for procurement outside the parameters of this policy, written reasons must be recorded by the Chief Executive Officer and reported as necessary to internal and external audit and included with the Requisition/ Purchase Order.

13.1.8.12.1.8. Failure by Personnel to comply strictly with this policy may result in disciplinary action.

## **14.13. Probity plan**

### **14.1.13.1. Probity Principles**

The key probity principles supporting all stages of Council procurement are:

#### **14.1.1.13.1.1. Fairness and impartiality**

Potential tenderers are to be treated equally and must have the same opportunity to access information and advice.

#### **14.1.2.13.1.2. Use of a competitive process**

Consistent with legislative requirements, a competitive process will be always used.

#### **14.1.3.13.1.3. Consistency and transparency of process**

Tenderers are to be evaluated in a systematic manner against explicit predetermined evaluation criteria.

#### **14.1.4.13.1.4. Security and confidentiality**

The processes adopted for receiving and managing supplier information are to ensure the security and confidentiality of intellectual property and proprietary information.

#### **14.1.5.13.1.5. Identification and resolution of conflicts of interest**

Any Personnel involved in procurement are to declare and address any actual or perceived Conflict of Interest prior to undertaking any evaluation.

These key requirements are intended to achieve an equitable, justifiable, and sound process according to equal opportunity for all tenderers. The process is to be applied with common sense, with flexibility in process design where appropriate, so that the task of selecting the best tender in a fair and equitable manner takes priority.

If an error or omission in the procurement process nevertheless occurs, Council is to seek legal advice and will not enter any immediate communications with the tenderer(s) until strategy options have been considered to address the concern. Options for legal and/or other solutions will then be adopted to address any potential problems at later stages of the process. Suppliers will be informed of any changes to the process or new factors which may affect their offers.

Adherence to Probity Principles also means meeting the requirements of the Local Government Act (Qld) 2009 and Council's Code of Conduct.

### **14.2.13.2. Probity plan**

By following the requirements set out in this policy, and utilising the templates provided herein, these requirements shall together comprise Council's Probity Plan with respect to procurement of goods and/or services.

## **15.14. Policy Review**

~~15.1.~~14.1. The policy is to be reviewed in accordance with the Policy Framework.

~~15.2.~~14.2. Kowanyama Aboriginal Shire Council reserves the right to vary, replace, or terminate this policy from time to time.

## **16.15. Approval**

~~16.1.~~15.1. This policy was duly authorised by the Executive Manager Corporate and Financial Services on 24 June 2025 as Kowanyama Aboriginal Shire Council's Procurement Policy and shall hereby supersede any previous policies of the same intent.

## Schedule 1 – Financial Delegations

The following Personnel have the following financial delegation limits (value of the purchase or value of the contract over the anticipated full contract period, including options to extend).

Position	\$0 - \$999	\$1,000 - \$4,999	\$5,000 - \$49,999	\$50,000 - \$199,999	\$200,000+
Council	-	-	-	-	X
Chief Executive Officer	X	X	X	X	C*
Executive Manager Corporate and Financial Services	X	X	X	X	
Executive Manager Community Services and Cultural Heritage	X	X	X		
Executive Manager Roads, Infrastructure and Essential Services	X	X	X	X	
Manager Finance	X	X	X		
Manager Governance	X	X			
Governance Officer	X				
Manager Human Resources	X	X			
WH&S Officer	X				
Manager Information Communication and Technology	X	X			
ICT Coordinator	X	X			
Purchasing Manager	X	X			
ICT Support & Records Officer	X				
Building Services Manager	X	X			
Essential Services Manager	X	X			
Environmental Health Manager	X	X			
Infrastructure Project Manager	X	X			
Facility and Fleet Coordinator	X				
Manager Program, Projects, and Grants	X				
Manager Business Enterprises	X				
Carpentry Supervisor	X				
Land, Sea, and Environment Manager	X				
Airport Manager	X				
Administration Manager	X	X			
Aged Care Manager	X	X			
Post Office Manager	X	X			
Women's Services Manager	X	X			
Men's Meeting Place Coordinator	X				
Women's Hub Coordinator	X				
Youth Engagement Officer	X				

Accommodation Manager	X				
Sport and Recreation Manager	X	X			
Air-condition Technician	X	X			
Executive Assistant	X				
Special Projects Officer	X				

**C\*** - Conditional financial delegation is provided to the Chief Executive Officer for purchases of \$200,000 or more (GST Excl) where any of all of the following scenarios apply:

- a) The expenditure is funded (ie. grant funded, included in a current budget, or both); AND
- b) The supplier is exempt from tenders/quotes under a Council Arrangement or LGA Arrangement.
- (a) ~~The purchase is substantially grant funded for the approved and budgeted co-contribution elements; AND/OR~~
- (b) ~~The purchase is with a supplier exempt from tender/ quotes under Part 3, Divisions 3 or 4 of the LGR. (e.g. A sole supplier/ prequalified supplier/ approved contractor/ supplier under Local Buy Prequalified Supplier Arrangement) AND provided for in the current budget of Council, and/or grant funds (i.e.. it is funded).~~

Upon exercising this conditional financial delegation, an information report will be presented to Council at the next available Ordinary Meeting for noting.

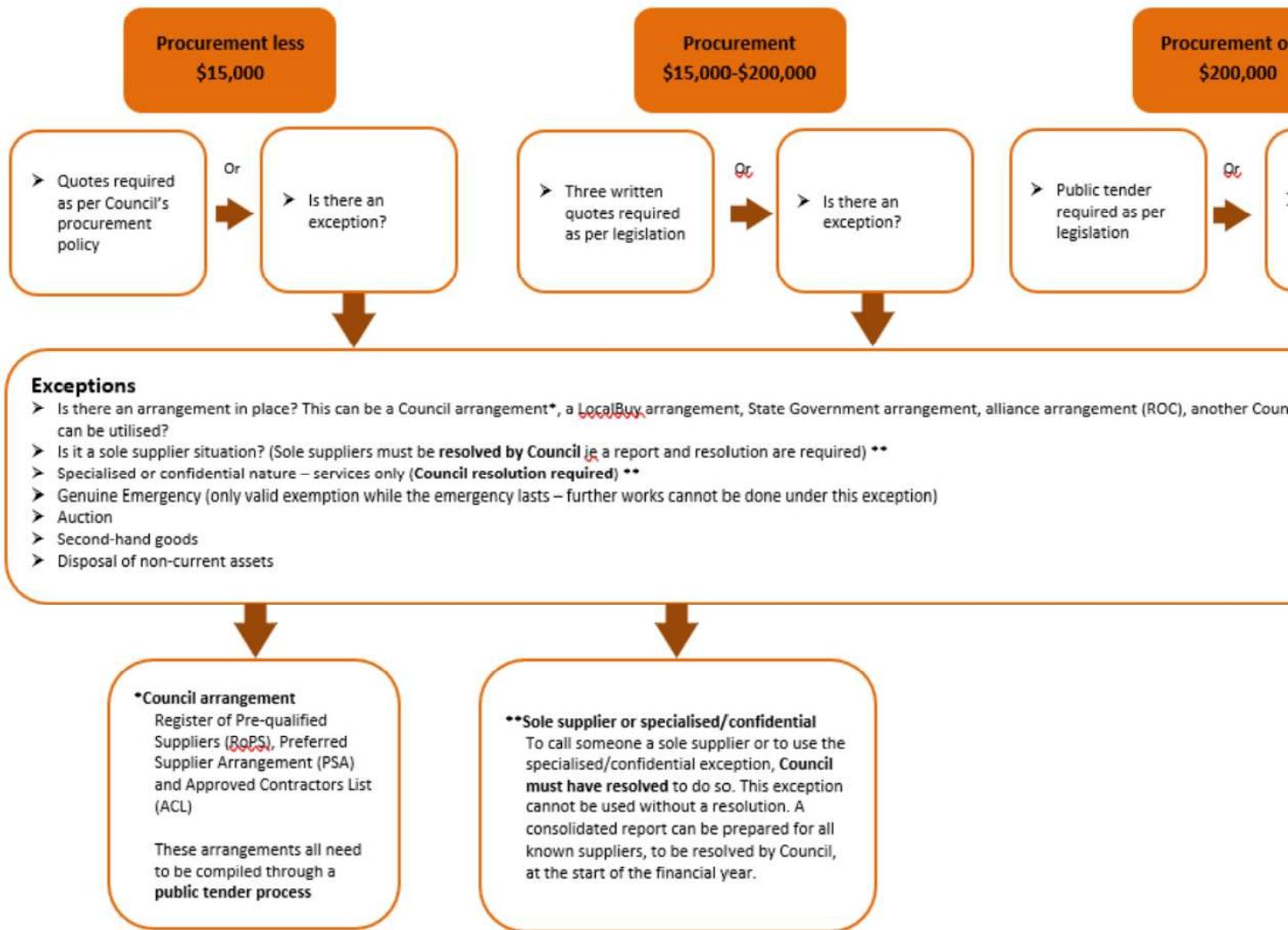
## Schedule 2 – General Process (procurement of goods and/or services)

With reference to the value of the purchase or the value of the contract over the anticipated full contract period (including options to extend), the following table must be followed. This General Process is subject to applicable exemptions (see clauses 8 and 9 herein)

Value (GST Excl)	Procedure
Under \$1,000	One verbal quote must be obtained – a written notation recorded.
\$1,001 - \$4,999	At least one written quote must be obtained. A copy of the quote must be attached to the Council's copy of the Purchase Order.

\$5,000 - \$14,999	At least two (2) written quotes must be sourced. Copy of the successful quote must be attached to the Council's copy of the Purchase Order.
\$15,000 - \$199,999 Medium-sized Contractual Arrangement	<ul style="list-style-type: none"><li>• Council cannot enter a Medium-Sized Contractual Arrangement unless it first invites written quotes for the contract.</li><li>• The invitation must be to at least three (3) suppliers who Council considers meets its scopes.</li><li>• Council may decide not to accept any quotes it receives.</li><li>• If Council does decide to accept a quote, Council must accept the quote most advantageous to it having regard to the principles outlined in this policy.</li></ul>
\$200,000 and above Large-sized Contractual Arrangement	<ul style="list-style-type: none"><li>• Council must either invite written tenders or invite expressions of interest before considering whether to invite written tender – see process in clause 10 herein.</li></ul>

## Schedule 3 – Tender Exemptions



Source: Department of State Development, Infrastructure, Local Government and Planning

## Schedule 4 – Non-current asset value table

Asset class	Council Limit
Road Infrastructure	\$10,000
Water Infrastructure	\$10,000
Sewerage Infrastructure	\$10,000
Buildings	\$10,000
Other Structures	\$10,000
Plant and Equipment	\$5,000
Land	\$1

## Schedule 5 – Purchasing process

Step	Action
1	Managers submit Purchase Requisition into financial software package or requests an officer to do so.
2	Purchasing Manager to review the Purchase Requisition to ensure it adheres to the Procurement Policy and costs codes are correct.
3	Purchasing Manager submits checked Purchase Requisition to Executive Manager Corporate and Financial Services or delegate.
4	Executive Manager Corporate and Financial Services or delegate confirms that the purchase is in line with the Procurement Policy.
5	Executive Manager Corporate and Financial Services or delegate approves purchase in the financial software package and converts the requisition to a Purchase Order.
6	Purchasing Manager provides the Purchase Order to the supplier.
7	On receipt of the goods and services the receiving officer must sign the invoice / delivery docket as a "goods receipt" note and submit to the Purchasing Manager to match goods receipt / supplier invoice to approved purchase and quote and submits to Accounts Payable for processing payment.

## Schedule 6 – Conflict of Interest Declaration

Ensure the below content is drafted on KASC Letterhead and/or template and submitted to panel Chairperson.

*[CONFLICT OF INTEREST DECLARATION]*

[Date]

[Name of Evaluation Team Chairperson] [Title of Evaluation Chairperson]

[Address of Evaluation Team Chairperson]

Dear

*[Title of Tender etc]*

As a member of the Tender Evaluation Panel for the *[nature of panel]*, I am writing regarding my obligations in relation to conflict of interest.

I am fully aware of my obligations under Council's Code of Conduct [and my contract / terms of appointment] to avoid all conflicts of interest in carrying out my duties, and to disclose any potential conflict of interest if they emerge in the course of my professional duties.

I currently have no such conflicts.

Yours sincerely

[Name of Tender Evaluation Panel Member / adviser] [Title of Tender Evaluation Panel Member/ adviser]

## Schedule 7 – Deed of Confidentiality

Ensure the below content is drafted on KASC Letterhead and/or template and submitted to relevant person(s).

**THIS DEED** is made on \_\_\_\_\_

BY: \_\_\_\_\_ (the "Consultant")

ADDRESS: \_\_\_\_\_

### **RECITALS:**

The Consultant wishes to develop a close working relationship with Council.

To further that relationship, the Consultant requires access to details of confidential information.

The Consultant has undertaken to keep all information or material confidential and to take security precautions to prevent unauthorised disclosure.

### **BY THIS DEED:**

1. The Consultant shall keep confidential and shall not disclose or make available directly or indirectly to any third party (except for a contractor as provided for in this Deed) all information and material of whatever nature and in whatever medium which is communicated, or becomes available to, or accessible by the Consultant during its business or other relations with the Council (the "Confidential Information").
2. All Confidential Information shall remain strictly confidential until such time as it becomes known to the Consultant without restriction through a legally available public source.
3. The Consultant hereby acknowledges that the Confidential Information is the valuable property of the Council and that any disclosure of it could give rise to considerable damage to Council.
4. The Consultant shall not use or access the Confidential Information for any reason except as is necessary to further business discussions with Council or in the performance of supplying goods or services resulting from those discussions.
5. The Consultant shall not permit any employee or contractor of the Consultant to have access to the Confidential Information until such time as that employee or contractor shall have entered into a confidentiality agreement with the Consultant in a form approved by Council.
6. The Consultant shall immediately notify Council of any information which comes to its attention regarding any actual or potential breach of confidentiality, disclosure, or unauthorised use of the Confidential Information. The Consultant shall make every effort to co-operate with Council in any investigation, prosecution, litigation, or other action taken by Council regarding the subject of any such information.
7. In the event of any actual or alleged breach of confidentiality, disclosure, or unauthorised use of Confidential Information by any future, existing or former employee, agent, or contractor of the Consultant, the Consultant shall fully enforce its rights to injunctive or other relief possible, or, if requested by Council assign such rights to Council. The Consultant shall assist Council in every way in enforcing those rights and indemnifies Council for all costs and expenses which Council may incur in doing so.
8. Upon termination or completion of discussions on any specific project, the Consultant shall deliver to Council any Confidential Information in the Consultant's possession which relates to that project, and

which is capable of being delivered. The Consultant shall delete, erase, or otherwise destroy any Confidential Information contained in computer memory, magnetic, optical, laser, electronic, or other media in its possession or control which relates to the project and is not capable of delivery to Council.

9. Upon termination of the business relationship, or at any other time on Council's request, the Consultant shall deliver to Council all Confidential Information in the Consultant's possession which is capable of being delivered. The Consultant shall delete, erase, or otherwise destroy all Confidential Information contained in computer memory, magnetic, optical, laser, electronic, or other media in its possession or control which is not capable of delivery to Council.
10. The Consultant shall make every effort to maintain the confidentiality of the Confidential Information and to protect it from unauthorised access or use.
11. The Consultant shall comply with all Council's security and safety procedures and will permit and co-operate with any additional security or safety precautions which Council may wish to implement in respect of the relationship with the Consultant
12. The Consultant shall not publicise its business relationship with Council or disclose any matter related to it without Council's specific prior written consent.
13. The terms of this Deed are in addition to all other obligations of the Consultant and where any inconsistency occurs, the provisions of this Deed shall prevail.
14. If for any reason a provision of this Deed or part of one is illegal, invalid, or unenforceable in any jurisdiction it shall be read down or severed to the extent necessary so that it may not be so construed. The illegality, invalidity or unenforceability of any provision, or part of one, in any jurisdiction shall not affect the legality, validity or enforceability of any other provision, or of that provision in any other jurisdiction.
15. This Deed is governed by the laws of the State of Queensland.

EXECUTED AS A DEED.

Signature

(Name)

## Attachment: Vehicle Usage Policy

# Kowanyama Aboriginal Shire Council

# Vehicle Usage Policy



**Policy Number:** KASC-ADMIN-032

**Responsible Manager:** Chief Executive Officer

**Legislation:**  
Local Government Act 2009  
Local Government Regulation 2012  
Workplace Health and Safety Act 2011  
Public Sector Ethics Act 1994

**Associated Documents:**  
Public Interest Disclosure Policy  
Staff Code of Conduct  
Councillor Code of Conduct  
Councillor Remuneration Policy  
Councillor Expense and Reimbursement Policy  
Fraud and Corruption Policy  
Fraud and Corruption Control Plan

**Approval Date:** 23 August 2022

## 1. Purpose

- 1.1. The purpose of this Policy is to outline conditions and obligations of Kowanyama Aboriginal Shire Council workplace participant's use of vehicles provided by Council.
- 1.2. This Policy, where relevant, operates in conjunction with a workplace participant's contract of employment.
- 1.3. The Policy reflects the intent of the Local Government 2009 and Regulations 2012 in terms of Council ensuring its assets are used and controlled to ensure the efficient and effective use of Council controlled resources.

## 2. Scope

- 2.1. This Policy applies to Councillors, employees, agents, volunteers and contractors (including temporary contractors) collectively referred to in this Policy as 'workplace participants'.

## 3. Terms and Definitions

### 3.1. In this policy:

<b>Council</b>	Means the Kowanyama Aboriginal Shire Council
<b>Workplace Participant</b>	Means Council Employees, Councillors and Council Contractors.
<b>Council business-related purposes</b>	Means a use primarily in furtherance of the core business of Council (not of a personal nature).

#### 4. Policy statement

Council vehicles are visible assets in the community and as such are part of the corporate image of Council.

Council will acquire, maintain and dispose of motor vehicles through the Fleet and Facility Coordinator (FCC) and will ensure the operation of the fleet in accordance with the following principles:

- Maximum cost effectiveness, considering sustainability
- Compliance with Federal and State legislation and local government local laws
- Compliance with WH&S legislation, Council policy and sound management principles.
- Compliance with Council's contractual obligations with internal and external customers.

Workplace Participants with full private use cannot make their assigned vehicle available to their direct family members while the assignee attends work. The vehicle must always be available for work use unless it is away for service, repair or being used by other Council staff for work activities.

#### 5. Policy

Use of Council Plant and Equipment or Motor Vehicles by a Workplace Participant shall be strictly for Council business-related purposes.

Individuals allocated a Council vehicle are responsible for:

- a) Vehicle Presentation: Washing and cleaning (inside and out) of the vehicle on a regular and as needed basis.
- b) Vehicle Availability: Ensuring that the vehicle is available for Council operations on each workday. For Commuter Use and On-Call vehicles, ensuring that the vehicle is presented for Council use during periods of annual leave, long service leave etc. (for single sick days or RDOs there is no specific requirement to return the vehicle unless there is a business need for it for the day. However, for periods more than a single day, measures should be made to present the vehicle for Council use).
- c) Garaging: Ensuring that all vehicles are garaged at Council depot overnight unless the vehicle is used for on-call or Full Private Use (FPU) arrangements.
- d) Reporting Defects: Ensuring that all defects in the operational aspects of the vehicle, or damage to the vehicle, are reported as required immediately upon being notified and recorded in the vehicle's pre-start book.
- e) Licence: Ensuring that a current and appropriate class of licence is held for the operation of the vehicle. A driver with a Learner Licence (L) is not permitted to operate a Council vehicle unless under an approved professional development program and the relevant TMR rules are strictly observed.

Where a workplace participant is assigned or operating Council Plant or Motor Vehicles requiring the holding of a current Queensland Driver's License and such license is suspended or cancelled then the workplace participant is not permitted to operate or drive Council's plant or vehicles until the relevant license is restored and the workplace participant is to immediately advise their Manager of such suspension or cancellation and a file note will be recorded on the workplace participant's personnel file.

Where a vehicle assigned is categorised within an employment contract as a FPU vehicle, then the vehicle may be retained, and an authorized driver designated to transport as appropriate to fulfil their role.

Where a vehicle is operated as part of the mandatory requirements of a position and the workplace participant has their license suspended or cancelled, then the Council reserves the right to consider whether employment will continue, or the workplace participant's services may be terminated.

- f) Badging: A Council insignia shall be always displayed on the vehicle.
- g) Roadworthiness: A vehicle should not be used If there is any doubt regarding as to its roadworthiness, such roadworthiness issues and any faults that may occur during the life of the vehicle, should be immediately reported to the Fleet and Facility Coordinator.
- h) Appropriate Use of Vehicle: Workplace participants shall be responsible for ensuring that an allocated vehicle is always used appropriately. Vehicles other than those specifically designed for such use, should not be taken off road. Workplace participants are to ensure that passengers and load limits are not exceeded at any time.
- i) Damage to Vehicle: Workplace participants shall be responsible for paying for any damage that occurs when a vehicle has been deemed to have been used inappropriately.
- j) Authorised Use: Only authorised persons (workplace participant or nominee) may drive a Council vehicle.
- k) In an emergency any person holding a Queensland Driver's Licence may drive the vehicle provided the passenger in the vehicle at the time is a workplace participant.

## 5.1. Prohibitions

The following are specifically prohibited:

- Smoking, including the use of e-cigarettes and vaping in the vehicle (including passengers) is strictly prohibited.
- A Council workplace participant may not operate a vehicle with a blood alcohol level above 0.00 during the hours of work, including while on-call. Employees who have FPU and are using the vehicle privately must abide by the relevant laws when operating the vehicle.
- The carrying of animals in Council vehicles is prohibited except for the following circumstances:
  - Full private Use Vehicles, only in the rear tray of a ute.
  - Local Law Enforcement Vehicles.Animals in any of the above circumstances must be suitably restrained as per any statutory requirements that may be in effect.
- Utilisation of the vehicle for undertaking personal business activities.
- The carrying of non-approved persons.
- Charging a fee to passengers (Council encourages the multi-sharing of Council vehicles available for commuter use, however the charging of a fee is prohibited).
- Carrying prohibited substances (Alcohol, drugs or any illegal items)
- Taking any vehicle off a designated roadway
- Additional features, including advertising material or stickers shall not be added to the vehicle.

## 5.2. Audit and monitoring

Council will undertake independent random audits or inspections of vehicles to ensure that the conditions of this policy are being met.

The Fleet and Facility Coordinator shall report excessive reconditioning costs to the relevant Executive Manager when vehicles are presented for trade, fleet condition audits and servicing.

Where an individual continues to incur excessive costs (from misuse and poor care), the Fleet and Facility Coordinator will make a report to the CEO who will determine if the individual will no longer be able to access a Council vehicle for use.

### 5.3. GPS System

Council vehicles are fitted with Global Positioning System (GPS) units. These devices support safe operations, effective fleet management, and protection of Council assets.

All individuals issued a council vehicle must:

- Comply with all road rules and safe driving practices
- Enter in the Council supplied confidential pin code when using a vehicle
- Not tamper with or disable the GPS device
- Advise the Fleet and Facility Coordinator if the GPS system is faulty (i.e., shows errors)
- Stay within the boundaries of the Kowanyama Shire designated zone unless otherwise approved by an Executive Manager or CEO

Any workplace participant found to be tampering and/or misusing the GPS equipment may result in disciplinary action and may result in termination of employment.

### 5.4. General use of Council vehicles

A workplace participant who is provided with a vehicle must:

- a. Take good care of the vehicle and drive responsibly;
- b. Ensure that the provisions of any insurance policy relating to the vehicle are observed;
- c. Whilst utilising a vehicle for 4WD purposes that the workplace participant is adequately trained in operating the vehicle in 4WD and associated situations;
- d. Not allow the vehicle to be driven by anyone other than the workplace participant;
- e. Ensure only people who are being transported for Council work related purposes are to be passengers in Council vehicle
- f. Not fit any accessories to the vehicle;
- g. Pay all parking and traffic infringement penalties relating to use of the vehicle;
- h. Ensure that when left unattended the vehicle is securely locked, windows wound up, and that any alarm system fitted to the vehicle is turned on;
- i. Ensure that the vehicle is available for use by other workplace participants when required;
- j. Drive and use the vehicle only for the purpose for which it is intended;
- k. Ensure that the vehicle is properly garaged when not in use;
- l. When required by law, immediately report any accidents involving the vehicle to the police;
- m. Immediately inform KASC of any faults or damage to the vehicle;
- n. Keep the vehicle clean and in good order;
- o. Not smoke, including e-cigarettes and vaping in the vehicle;
- p. Not take a vehicle off a designated roadway which has potential to cause damage to Council asset
- q. Keep dogs only in the rear tray and not inside the vehicle;
- r. Not drive through water of any depth unless the vehicle is appropriately equipped and the journey is essential. Note that some vehicles have air intakes and computers or electronics that are very low and so susceptible to water damage so driving through water at shallow depths has potential to damage vehicles;
- s. Not remove or exchange any vehicle parts or accessories including wheels and tyres, or syphon fuel for personal use. This will be considered theft and disciplinary action taken and the matter reported to the Queensland Police.

## 5.5. Liability for all vehicle users

Workplace participants utilising Council vehicles are liable for:

- All traffic offences incurred, including but not limited to fines and loss of points from parking fines, speeding fines, red light camera offences and general traffic offences.
- Costs associated with an accident whilst the workplace participant is utilising the vehicle in contravention of approved uses.
- Workplace participants or their nominated person found to be driving a Council vehicle under the influence of drugs or alcohol may be held personally responsible for any repairs or legal action resulting from any accident in which they are involved.
- Workplace participants or their nominated person may similarly be held personally responsible for any damage occurring because of inappropriate behaviour or use which contravenes this policy.

## 5.6. Private use of vehicles

Where a vehicle is allocated under a contract of employment, full private use is permitted within the borders of the State of Queensland.

Full private use means the vehicle shall be provided for the officer's full private and Council use such that the officer, their immediate family (including Learner Licence (L) with appropriate supervision as per TMR guidelines) authorised by the officer shall be entitled to use the vehicle for private use as well as Council purposes. This use includes when the officer is on annual leave, parental or compassionate leave, long service leave or sick leave (excluding leave periods of more than three (3) months duration of unpaid leave).

## 5.7. On call use

The vehicle is available to undertake work outside of Council's normal business hours while the workplace participant is on after-hours call out roster and is on standby.

Staff placed on an official call-out register may be allocated a Council vehicle depending on the nature of their role and the purpose of the call-out roster while they are on standby. In these instances, Council vehicle may be treated as a commuter use vehicle. On non-business days and after business hours the on-call officer may use the vehicle to minimize response times which shall not include the transport of any non-workplace participants.

## 5.8. Commuter use

Council views the extension of commuter use rights for a Council vehicle as a privilege and not a right.

Commuter use consent does not form part of conditions of employment and shall not be referenced in letters of appointment.

Approval for use shall be approved by the Executive Management Team in conjunction with the Fleet and Facility Coordinator and shall only be approved where there is a clear need or benefit to Council.

Commuter use may be extended where:

- For the employment activities of the workplace participant a Council vehicle is required to be accessed outside normal Council hours (i.e., on-call staff).
- The vehicle is fitted with purpose-built items specifically for the use by the workplace participant during work hours and there is no practical storage area on Council premises for the vehicle outside work hours.

Consent to utilise a Council vehicle for Commuter Use rests with the respective Executive Manager in conjunction with the Fleet and Facility Coordinator.

Commuter use privileges may be withdrawn at any time without recourse to Council. This could occur due to a change in position, utilisation changes or changes resulting in commuter use no longer being appropriate.

The basis for withdrawal shall be based on a cost benefit analysis and no consideration made for previous allocation.

Commuter Use vehicles, other than those that are approved to be exempt are required to be made available as part of Council's vehicle pool while not in use. Workplace participants will be required to hand in vehicle keys to the Fleet and Facility Coordinator immediately on their arrival at work for use by all staff.

Assignees booking out a pool vehicle are required to carry out a visual pre-start inspection prior to driving the vehicle.

Vehicles are to be handed in clean and free of personal items. Based on bookings and availability, there is no guarantee or requirement that a commuter use workplace participant shall receive the same vehicle to return to their assigned residence at the end of each working day.

Bookings for vehicles can be made through the Fleet and Facility Coordinator.

#### 5.9. Vehicle access withdrawal

Council reserves the right to suspend access to a Council vehicle (including private and commuter use) at any time at the discretion of the CEO and/or relevant Executive Manager if at any time the assignee or nominee:

- Is convicted of a serious driving offence
- Judged to have incurred excessive insurance claims
- Has not maintained the vehicle in a suitable manner
- Has breached any of the agreed vehicle policy conditions
- Has removed the vehicle data collection (GPS) device without approval.
- Uses the vehicle to derive income from outside business
- Has acted in a manner deemed inappropriate by the CEO in accordance with Council's Officer Code of Conduct. If a workplace participant has their access withdrawn for any circumstance and is unable to fulfil the inherent requirements of the position and is unable to be reallocated within the Council's structure, then the workplace participant's continuing employment contract may be reviewed by Council.

Depending on the seriousness of proven misuse Council may apply the following:

- Counselling by Manager and Human Resources.
- Issue of a warning letter.
- Attend a driver safety course.
- Withdrawal of the vehicle for three (3) months or another period to be determined by the CEO.

If a workplace participant has had their access to the Council Fleet withdrawn for any circumstance and is unable to be reallocated within Council's structure, then the workplace participant's employment contract may be terminated.

## 5.10. Prohibited commuter use

The following uses are not considered to be within the terms of commuter use and are strictly prohibited:

- Private use of vehicles (including at lunch times).
- Transportation of non-Council persons or members of the public other than for official Council purposes. This includes the transportation of the workplace participant's children to and from school, or at any time unless permission has been granted under this Policy.
- Visits to private or non-work locations.

## 5.11. Liability for commuter use

All workplace participants shall sign an acknowledgement form attesting to the fact that they are aware of the rules associated with commuter use of Council vehicles.

This includes:

- That they are aware of the ramifications and liability issues related to usage outside the policy.
- Any damages caused to both the Council vehicle, other vehicles and property generally, from usage outside the policy, the workplace participant will be personally liable for such costs.

## 5.12. Insurance

Council will either comprehensively, or third party insure and register Council owned and assigned vehicles.

It should be noted that insurances for Council vehicles only apply during approved use. Any usage which contravenes this policy, or is outside approval, may render the Council insurance coverage null and void, in which case the workplace participant in charge of the vehicle would be fully responsible for all damage caused during any accident or similar.

## 5.13. Accident or damage

In the event of an accident or damage to a vehicle it is the responsibility of the workplace participant to:

- Report as soon as practicable to the incident, any involvement in a motor vehicle accident or upon sustaining general damage to the vehicle.
- Report any accident in a motor vehicle to the Queensland Police Service where required by law.
- Not accept or acknowledge any liability on behalf of Council arising from an accident.
- Complete as soon as practical after the accident, an incident report form.

Excessive speeding or continuing accidents resulting in damage may result in Council withdrawing the use of a vehicle.

The following actions may apply for such offence's dependent on the incident:

- Counselling by Manager or Human Resources.
- Issue of a warning letter.
- Attend driver safety course.
- Withdrawal of the vehicle for three (3) months, or other period to be determined by the CEO.

Vehicle users may be liable to pay the cost of insurance excess charges if they are found to be negligent, if there is evidence of repeated incidences and/or if the accident occurred outside of approved usage allocation/approval.

#### 5.14. Contractors and Consultants

On the occasion that an approved Council consultant or Contractor is engaged and require a motor vehicle to conduct their duties, a vehicle shall be provided by the engaging department.

### 6. Fuel requirements

- 6.1. Fuel keys for use at the store's bowser are to be used to fuel the designated vehicle/s only. Fuel keys cannot be shared with others. Fuel keys cannot be used to fill jerry cans unless approved.
- 6.2. Fuel usage will be monitored for each vehicle and excessive usage will be investigated with the workplace participant authorised to use for that vehicle held accountable.
- 6.3. Where a fuel card is issued for travel outside of Kowanyama fuel is only permitted to be purchased for the authorised vehicle/vehicles.

### 7. Breaches of this Policy

- 7.1. A breach of this policy may lead to disciplinary action including, but not limited to, termination of employment.

### 8. Policy Review

- 8.1. The policy is to be reviewed in accordance with the Policy Framework.
- 8.2. Kowanyama Aboriginal Shire Council reserves the right to vary, replace, or terminate this policy from time to time.

### 9. Approval

- 9.1. This policy was duly authorised by the Chief Executive Officer on **xx December 2025** as Kowanyama Aboriginal Shire Council's Vehicle Usage Policy and shall hereby supersede any previous policies of the same intent.

#### 4.4.1 –Information Report

Title:	EMRIES Monthly Update
Author:	Executive Manager, Roads, Infrastructure and Essential Services
Meeting Date:	16 December 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 November 2025.

#### Building services

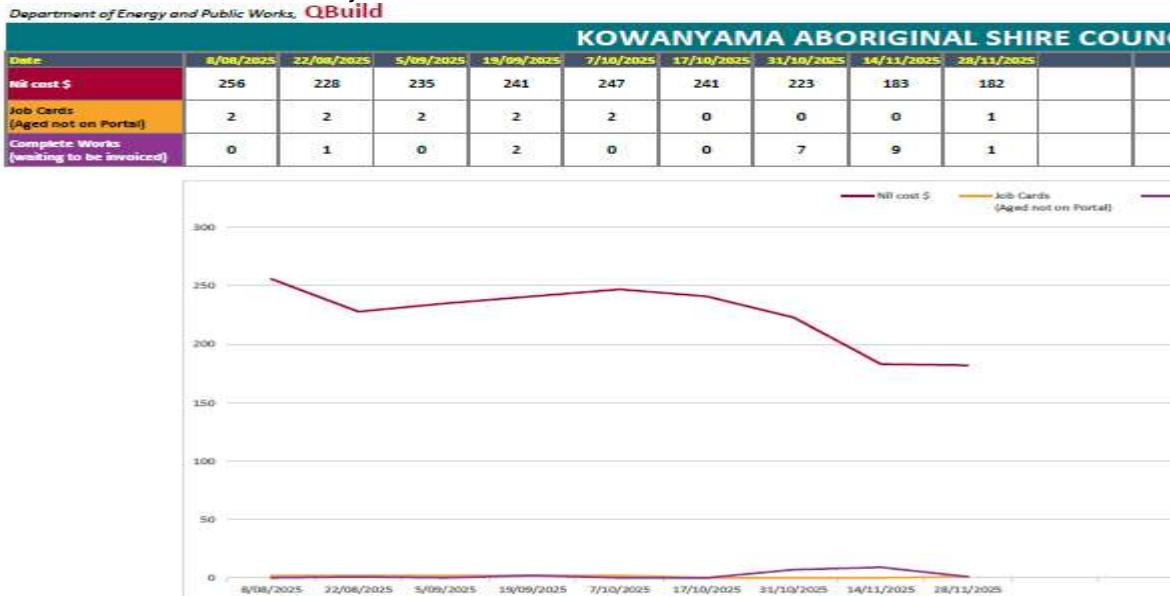
##### QBuild works

A busy month with both job cards and vacant maintenance. All outstanding OT upgrades complete. Contractors have been active in closing out completed maintenance tasks. Fortnightly meetings progressing well with Contractors to ensure program is fully planned ahead of upcoming wet season.

Documentation and quotes submitted to QBuild for vacant upgrades;

- 310 Inaruwel St – External work and internal paint
- 324 Inaruwel St – Kitchen upgrade
- 415 Kowanyama St – Kitchen and bathroom upgrades, external paint
- 419 Kowanyama St – Kitchen upgrade and internal paint
- 432 Kowanyama St – Kitchen upgrade and external paint
- 436 Kowanyama St – Flooring upgrade
- 353 Chellikee St – Bathroom upgrade
- 2 Chapman Rd – Kitchen Upgrade

Q-Build's 60-day age report is reducing through great work from Infrastructure Admin and Building Services Manager to close out and invoice older jobs.



Current maintenance workload snapshot – 211 jobs currently in progress across all trades.

Workflow	
Unscheduled	0
Work In Progress	211
Awaiting Approval	7
Completed	27
Invoiced	788

Field Workers	
CONT - BARTO'S	46
CONT - CHC	14
CONT - CYE	29
CONT - HCCM	1
CONT - OUTBACK	7
CONT - PEST CONTROL	1
CONT - TREE PROGRAM	1
KASC - AIRCON TECH	-
KASC - CARPENTRY	32
KASC - PLUMBING	3
KASC- PARKS AND GARDENS	-
KASC-Carpenter-Agro	4
KASC-Carpenter-Booty	-
KASC-Carpenter-Julius	3
KASC-Carpenter-Krab	27
KASC-Carpenter-Lathan	2
KASC-Plumber-Ian B	27
OTHERS	14

### Parks and gardens

Ongoing vegetation management, collecting up rubbish and debris around public areas etc. Works in open spaces, mowing and slashing and weed spraying. The team are very active in public spaces and Council facilities. Team have also started wet season preparation works, carrying out maintenance works to easement areas and bulky waste removals. The team have also begun maintaining lawns for NDIS package recipients.

### Airport

#### RPT Flight Movements

19 Skytrans Flights

36 Hinterland Flights.

#### Charter

33 Flights; 4 after hours/weekend callouts.

#### RFDS

20 Flights; 10 after hours/weekend callouts.

### Fuel

20623L dispensed during November 2025.

153220L available as at COB 30/11/25.

No Fuel restrictions in place.

Wet season stock orders are on track, with circa 7 months supply in stock

Current NOTAMs in place for increased bird hazards.

NOTAM #	Description	Raised by	date	Outcome
<b>C30/25</b>	INCREASED HAZARD	BIRD	YKOW	30/04/25 Ongoing management/renewed to 30/01/26

### 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

Pool and Splash Park continue to operate within compliance guidelines.

QBuild plumbing works completed and up to date.

Material separation areas have been established. Extra resource at landfill has begun working legacy waste piles, separating recyclable materials and separating stockpiles.

Failed relief valve on Papulenthrrknt St has been capped with parts ordered for permanent repairs.

### 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 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. Over the past month, work packages are nearing completion with the focus on delivery of all remaining major projects by the onset of the wet season.

### Current Focus:

**Close out:** Entering contract closure stage for several projects either having been awarded Practical Completion or nearing the final claims. Contractor schedules are being closely monitored in the lead up to the business closure period to ensure remaining scope delivery

**Quality Assurance:** With the completion or near completion of several projects, the focus now turns to rectifying defects, quality assurance documentation, test results and evidence capture to ensure delivery to specifications and quality plans.

**Delivery before wet season:** Peak productivity stage for many projects, ensuring work on the ground are proceeding without delay or obstruction

**Cost Forecasting:** With the completion or near completion of several projects, final project cost forecasting figures are converging with actual expenditure values, resulting in greater surety around remaining costs. Some project overspend has been offset by co-contributions from other funding sources, with further grant administration needed to reconcile the re-allocation of funding

**Efficiencies:** Value For Money delivery, aiming for single mobilisations while delivering concurrently with previous years flood damage

**Look Ahead:**

**Project Panning, Scoping and Design:** With the onset of the wet season and construction works becoming constrained, the opportunity to increase early project planning will be taken to further attain scope surety for projects throughout the entire program. This will require the engagement of specialist consultants for technical activities as well as ensuring scope alignment with funding program objectives. This will culminate with the development of specific Project Management Plans and accompanying detailed designs. Scope certainty will lead into procurement preparation and the formation of work packages for delivery in the next dry season.

**Disaster Event Preparedness:** There is a high risk that the community will be impacted by the cyclone season with regional flooding events. Lackon will assist Council in preparing for, and responding to

**Project Management Updates**

**Vehicle GPS system**

System installation completed.

Working on the finalisation of reporting tools, in line with updated Vehicle Usage Policy.

**LGGSP – Staff Housing Scheme Grant**

**Allocated Projects:**

Refurbishment to Council Staff Allocated Residences:

- 21A and B Tulathulum Street – to begin once 21C completed
- 21C Tulathulum Street – Underway with demo works complete.
- 45A, B, C Chapman Road – take off and materials in community
- 523A Chapman Road – Scheduled for early new year

**W4Q Staff Housing Scheme Grant (Work 4 Queensland)**

**Allocated Projects:**

Refurbishment to Council Staff Allocated Residences:

- 26A Tulathulum Street – Demo works complete
- 22B Koltmomun Street – take off and materials in community
- 50 Chapman Road – Early new year
- 11A Wulerr Street – Materials in community

**Note:** \$42,692.52 of remaining budget is reserved for variation.

**Administration Office Refurbishment**

Site possession provided to contractor 15<sup>th</sup> November.

Demo works in full swing.

Relocation of staff/offices completed

Server room relocation completed

### **Water Infrastructure Upgrades**

Process review and detailed design tender has been awarded to ARUP. The project has now progressed through 3 MCA meetings with the process review completed with recommendation report provide to RDMW and Council.

The next review point in Jan 2026 will include;

- 50% design package
- Site risk assessment

### **Magnificent Creek**

License agreement settled and signed off by Council and PBC.

Civil works now underway with support from approved cultural monitors, with estimated completion of 31 December 2025.

### **Crucial Access Links (QRA)**

First stage of the aerodrome upgrades is complete. Full runway reseal, reconstructed taxi way and reseal, apron reseal and new line marking works have been finalised ahead of incoming wet season. Planning underway for the next batch of projects for next dry season, include;

- Re-shaping and drainage work to runway strip
- Upgrades to fuel facility, including bowser facilities and increased storage
- New gable markers
- New set of temporary/emergency lights
- Fencing and security upgrades
- Refurbishment of old terminal building

Upgrade works on runway, taxiway and apron completed, including new line marking and lighting repairs.

## **Environmental Health**

### **Workforce performance**

- 2x Women Rangers commenced employment; we will recruit for one more
- Shernel Banjo attended the Indigenous Australian Datathon this year and made an excellent impression on the event organisers
- Cassandra and Shernel attended Biosecurity Fundamentals training in Weipa
- Brayden Collins started his studies for Cert IV in Biosecurity with a week of courses in Cairns
- Anzac Frank returned to the workforce after two months of well-earned Long Service Leave
- Ronderson continues to act in the role of Senior Ranger and handle all work planning responsibilities
- KASC will soon advertise for new Rangers (1x female, 3x male)

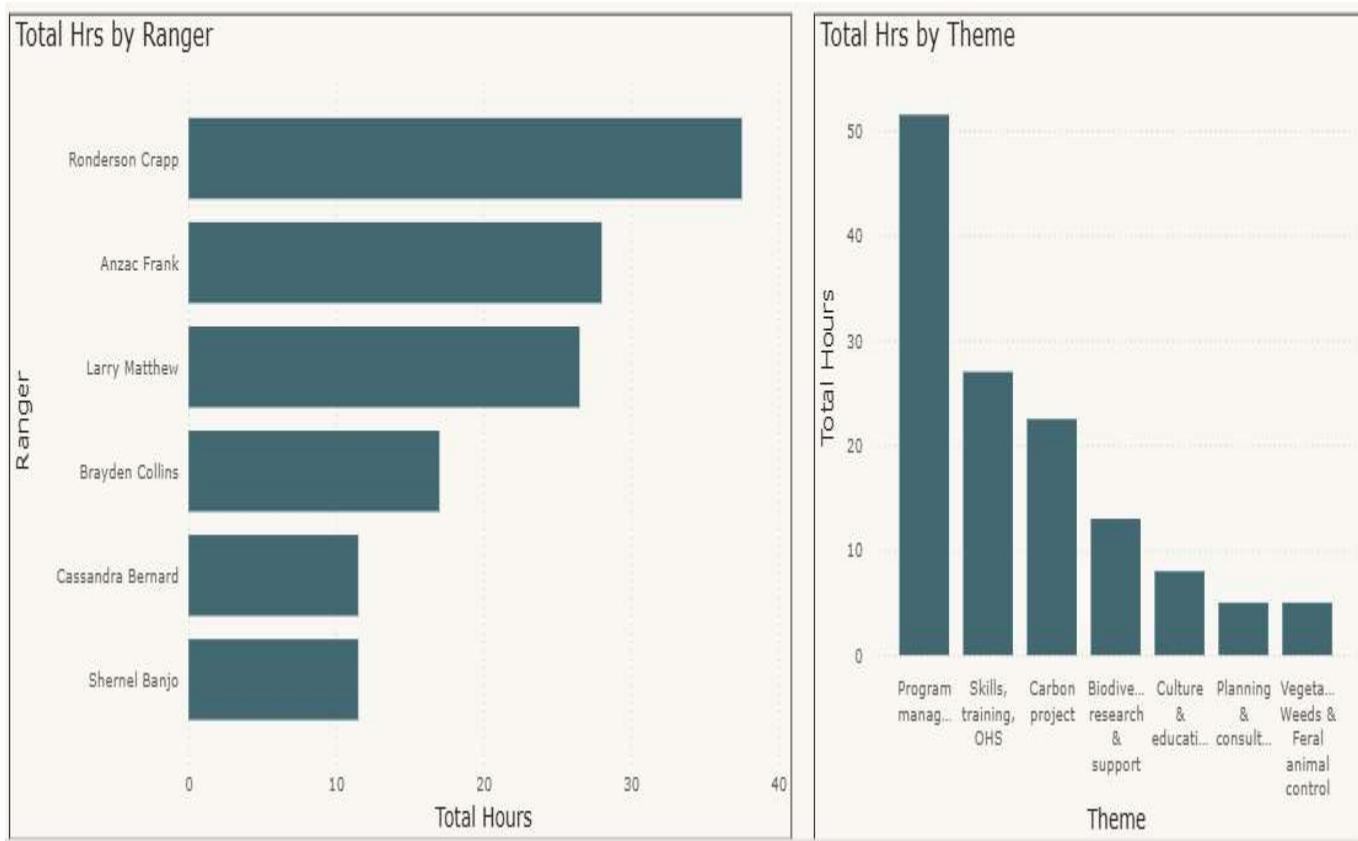
### **Facilities and Logistics**

- The LandCruiser for the Women Rangers program has completed its upgrades and has been delivered to Kowanyama. The vehicle is intended for exclusive use by the Women Rangers.

- The Rangers have taken delivery of 2x Kubota UTVs. These have a long cargo bed and hydraulic tipper
- There is also a new Kubota zero-turn mower. This equipment will be used in Kowanyama during the Wet season. In the Dry, one UTV and the mower will be stationed at Oriners.
- Upgrades to the Lands Office are nearly complete, with a new Community Coffee Room set up and ready for use by the community.
- The Ranger Shed has been extended with 2x 20' containers that serve as secure external storage. These containers are on temporary footings until ILUA arrangements are settled.

## Reporting

16 Nov - 15 Dec



## Vet Visit

Vet Visit completed in November – awaiting final Vet Report to include in Jan OCM.

#### 4.5.1 – Information Report

Title:	Community Services Monthly Update
Author:	A/ Executive Manager Community Services
Meeting Date:	16 December 2025

#### Executive Summary

To provide Council with an update of activities undertaken by the Community Services Department within Council for the month of November 2025.

1. Women's Shelter
  - *Do a summarised update on the status of audit and next steps / actions etc*
2. Aged care
  - *Do a summarised update on the status of audit and next steps / actions etc*
3. Post office
  - *Not sure where Leah got the graphs from – maybe check with Brett on PO activities to update*
4. Women's Group
  - *Update on any activities the women's group have been apart of – remove if no content*
5. Community services / events
  - *Update on any events or activities recently held – or upcoming for the new year*
  - *Mention the Christmas events and New Years stuff etc*