

Kowanyama Aboriginal Shire Council

Council Meeting Agenda

Wednesday, 29 July 2026, 10:00 AM – 2:00pm

Kowanyama Council Chambers and Cairns Boardroom



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1. Welcome
 2. Apologies / Conflict of Interest
 3.
 - a. Minutes from the Previous Meeting (June 2026)
 - b. Action Items
 4. Reports
 - 4.1. Councillor Portfolio Updates – VERBAL UPDATE**
 - 4.2. Chief Executive Officer**
 - a. Information Report – Monthly Update
 - b. Information Report – Nursery
 - c. Additional Information Report – Administration
 - 4.3. Executive Manager Corporate and Financial Services**
 - 4.3.1. Information Report: Monthly Update
 - a. Governance
 - b. Finance
 - c. Human Resources
 - d. Grants and Funding
 - 4.3.2. Agenda Reports
 - a. Cattle Muster Tender
 - b. Policy and Procedure
 - 4.4. Executive Manager Roads, Infrastructure and Essential Services**
 - 4.4.1. Information Report: Monthly Update
 - a. First Nations Payment Guide
 - b. Subdivision Housing Amendment
 - c. Lackon Report – June 2026
 - 4.5. Executive Manager Community Services**
 - 4.5.1. Information Report: Monthly Update
 5. Other Business
 6. Closed Business



Kowanyama Aboriginal Shire Council

June Council Meeting Minutes

30 May 2026, 8:47 AM – 2:26 PM

Kowanyama Council Chambers and Cairns Boardroom

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Present

Kowanyama Council Chambers	Cr. Territa Dick (Mayor)
	Cr. Teddy Bernard (Deputy Mayor)
	Cr. Richard Stafford
	Cr. Coralie Lawrence
	Eddie Ibal – Acting Executive Manager Roads, Infrastructure and Essential Services
Cairns Boardroom	Gina Rainbird – Executive Manager Community Services
	Alan Neilan – Chief Executive Officer
	Joe Cristaldi – Executive Manager Corporate and Financial Services
	Chris McLaughlin – Acting Manager Governance
	Danae Maltby – Governance Officer

1. Opening/Welcome

Meeting commenced at 8:47 AM.

Mayor welcomed the Councillors and Executive Team to the December Council Meeting, 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.

Apologies

RESOLUTION: That Council accepts the apologies of Cr. Charmaine Lawrence

Moved:

Cr. Teddy Bernard

Seconded:

Cr. Coralie Lawrence

CARRIED

3. Previous Minutes / Action Items

a. Previous Minutes

RESOLUTION: Minutes (May 2026 Ordinary Meeting)

Minutes from the Ordinary Council Meeting 26 May,2026 to be adopted as true and accurate.

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

CARRIED

RESOLUTION: Minutes (June 2026 Ordinary Meeting)

Minutes from the Ordinary Council Meeting 8 June ,2026 to be adopted as true and accurate.

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

CARRIED

Cr. Territa Dick left the meeting at 8:52am. Cr. Territa Dick returned to the meeting at 8:53am.

b. Action Items

Action Items register was noted and tabled.

Action: EMRIES to send plans for 2 x 3 bedroom to appropriate government department for approval.

Action: EMRIES to confirm that the mango trees out the front of the new Council building will not be moved for the new Community Hub.

4. Reports

4.1. Mayor, Deputy, and Councillor Updates

Mayor provided a detailed outline of meetings and actions taken over the last month.

Cr. Territa Dick left the meeting at 9:12am. Cr. Territa Dick returned to the meeting at 9:15am.

4.2. Chief Executive Officer

4.2.1. Information Report

Alan Neilan (CEO) presented the CEO report to Council. Information report was noted by Council.

4.2.2. Information Report

Alan Neilan presented the report to Council regarding 25/26 Grants report from Peak Services.

4.2.3. Information Report

Alan Neilan presented the report to Council regarding administration, training centre and contractor's camp.

4.2.4. Information Report

Alan Neilan presented the report to Council regarding the Indigenous Knowledge Centre.

Action: EMRIES to provide information to Cr Stafford in relation to when the 'Containers for Change' program was starting up again in the dry season.

Cr. Teddy Bernard left the meeting at 9:24am Cr. Teddy Bernard returned to the meeting at 9:26am.

4.3. Executive Manager Corporate and Financial Services

4.3.1. Information Report

a. Governance Update

Dr Chris McLaughlin (Acting Manager Governance) presented the Governance report to Council. Information report was noted by Council.

Action: Register of Interests to be completed by all Councillors. EA to follow up.

Action: EMCHS to create a list of Community events for the 26-27 financial year.

Cr. Territa Dick left the meeting at 10:02am. Cr. Territa Dick returned to the meeting at 10:06am.

b. Finance Information Report

Joe Cristaldi (Executive Manager Corporate and Financial Services) presented the April 2026 Finance report to Council. Information report was noted by Council.

c. Human Resources Information Report

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

d. **Grants and Funding Report**

Karen Longford (Executive Manager Corporate and Financial Services) presented the HR report to Council. Information report was noted by Council. Mayor praised Ms Longford for her thorough first report presented.

4.3.2. **Agenda Reports**

a. **Annual Operations Plan**

- **RESOLUTION:** That Council adopts the 'KASC Annual Operation Plan", as attached.

Moved:
Seconded:

Cr. Territa Dick
Cr. Teddy Bernard

CARRIED

b. **Statement of Estimated Financial Position**

- **RESOLUTION:** That Council notes the Statement of Estimated Financial Position in accordance with section 205 of the Local Government Regulation 2012.

Moved:
Seconded:

Cr. Territa Dick
Cr. Teddy Bernard

CARRIED

c. **Annual Budget 2026/2027**

- **RESOLUTION:** It is recommended that, pursuant to section 107A of the Local Government Act 2009 and sections 169 and 170 of the Local Government Regulation 2012, Council's Budget for the 2026/27 financial year, incorporating:
 - i. The statement of income and expenditure;
 - ii. The statement of financial position;
 - iii. The statement of cash flow;
 - iv. The statement of changes in equity;
 - v. The long-term financial forecast;
 - vi. The revenue statement;
 - vii. The revenue policy;
 - viii. The relevant measures of financial sustainability; and
 - ix. The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget

Moved:
Seconded:

Cr. Territa Dick
Cr. Richard Stafford

CARRIED

Cr. Teddy Bernard left the meeting at 10:22am Cr. Teddy Bernard returned to the meeting at 10:27am.

Meeting break from 10:29am – 10:51am

d. Debt Policy

- **RESOLUTION:** That Council adopts the 'KASC-STAT-008 Debt Policy'.

Moved:
Seconded:

Cr. Teddy Bernard
Cr. Richard Stafford

CARRIED

e. Procurement Policy

- **RESOLUTION:** That Council adopts the 'KASC-STAT-009 Procurement Policy'.

Moved:
Seconded:

Cr. Territa Dick
Cr. Teddy Bernard

CARRIED

Cr. Coralie Lawrence returned from break to the meeting at 11:18am.

f. Fees and Charges & Commercial Charges Schedule

- **RESOLUTION:** That Council:
 1. Adopts the 2026/27 Fees and Charges & Commercial Charges Schedule, effective from 1 July 2026 in accordance with section 97(1) of the Local Government Act 2009. Allowing any changes to fees and charges to be reflected in all supportive documentation, plans and customer communications.

2. Delegates authority to the Chief Executive Officer to set or vary any fee or charge & commercial charge, other than those that are cost-recovery fees, in accordance with section 257(1)(b) of the Local Government Act 2009.

Moved:
Seconded:

Cr. Teddy Bernard
Cr. Richard Stafford

CARRIED

g. Utility Charges

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

i. **Utility charges (in Lieu of Rent)**

To make and levy Utility Charge in Lieu of rent for all residential properties that are not charged a rental payment from Council or the Department of Housing and Public Works as identified in "Fees and Charges Schedule 2026/27" and "Commercial Charges Schedule 2026/27".

ii. **Sewerage Utility Charge**

To make and levy sewerage utility charge for supply of sewerage services and shall be levied on a per petrosal basis as identified in "Fees and Charges Schedule 2026/27" and "Commercial Charges Schedule 2026/27".

iii. **Garbage utility**

To make and levy garbage utility charges for the supply of garbage collection services and shall be levied as identified in "Fees and Charges Schedule 2026/27" and "Commercial Charges Schedule 2026/27" and set out in "KASC Budget Book – 1 July 2026 to 30 June 2027".

iv. **Water Utility Charge**

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

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

The water utility charges shall be levied as identified in "Fees and Charges Schedule 2026/27" and "Commercial Charges Schedule 2026/27".

Moved:
Seconded:

Cr. Territa Dick
Cr. Teddy Bernard

CARRIED

h. Interest on Charges

- * **RESOLUTION:** Council resolves, in accordance with section 133 of the Local Government Regulation 2012, that compound interest will be charged at the prescribed rate of 8.00% per annum and will be applied on all overdue charges for the 2026/27 financial year.

Moved:

Cr. Teddy Bernard

Seconded:

Cr. Richard Stafford

CARRIED

i. Policy and Procedure

- **RESOLUTION:** That Council adopts the 'KASC-STAT-043 Data Breach Policy'.

Moved:

Cr. Territa Dick

Seconded:

Cr. Teddy Bernard

CARRIED

j. Councillor Remuneration

- **RESOLUTION:** That Council:

- notes the amendments to section 247 of the Local Government Regulation 2012 (Qld) and the advice received from the Department of Local Government, Water and Volunteers in June 2026;
- resolves that, effective 1 July 2026, councillor remuneration will comprise only the annual remuneration amounts determined by the Queensland Local Government Remuneration Commission for the relevant category of council and office held, with no separate meeting attendance fees or deductions for non-attendance;
- resolves to discontinue any previous Council resolutions, policies or administrative arrangements to the extent they provide for meeting attendance fees or deductions from councillor remuneration based on attendance at meetings;
- resolves to adopt the necessary amendments to Council's related policies, procedures and administrative arrangements to give effect to this resolution; and
- resolves to authorise the Chief Executive Officer to undertake all administrative actions necessary to implement this resolution.

Moved:

Cr. Territa Dick

Seconded:

Cr. Richard Stafford

CARRIED

4.4. Executive Manager Roads, Infrastructure and Essential Services

4.4.1. Information Report

Eddie Ibal, (Acting Executive Manager Roads, Infrastructure and Essential Services) presented EMRIES Information report to Council. Information report was noted by Council.

Cr. Territa Dick left the meeting at 11:19am. Cr. Territa Dick returned to the meeting at 11:26am.

Cr. Territa Dick left the meeting at 11:34am. Cr. Territa Dick returned to the meeting at 11:40am.

4.4.2. Agenda Report – Monthly Report June (Lakon).

Tyrone McLean (Program Manager, Disaster Recovery) & Daniel Pickert (Senior Project Manager, Cairns Office Manager) presented the June Lackon Monthly Report to Council. Information report was noted by Council.

Cr. Teddy Bernard left the meeting at 12:10pm. Cr. Territa Dick returned to the meeting at 12:12pm.

Cr. Territa Dick left the meeting at 12:18pm. Cr. Territa Dick returned to the meeting at 12:27pm.

4.5. Executive Manager Community Services and Cultural Heritage

4.5.1. Information Report

Gina Rainbird, (Acting Executive Manager Community Services) presented EMCSCH Information report to Council. Information report was noted by Council.

Meeting break from 12:42pm – 1:43pm

5. Other Business

5.1.1. Information Report – Special Holidays 2026/2027

- **RESOLUTION:** Pursuant to Section 4 of the Holidays Act 1983, Council approves the 2027 Special Holidays as presented.

Moved:
Seconded:

Cr. Richard Stafford
Cr. Coralie Lawrence

CARRIED

5.1.2. Information Report – Housing Allocation

- **RESOLUTION:** Council endorses the suggested change to social housing allocation as requested by the First Nations Housing and Homelessness Unit through the Department of Housing, Local Government, Planning and Public Works.

NO VOTE TAKEN – TABLED FOR JULY 2026 ORDINARY MEETING

ACTION: Councillors to review documentation and make a determination.

5.1.3. Information Report – Funerals

Kowanyama Sports and Recreation Association's lates Funeral Assistance Policy was tabled.

6. Closed Business

- **RESOLUTION 1 – CLOSED MEETINGS** - That pursuant to section 254J(3) (g) of the Local Government Regulation 2012 (Qld), Council resolve to close the meeting to the public to discuss regarding negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

Moved:

Cr. Teddy Bernard

Seconded:

Cr. Coralie Lawrence

CARRIED

- **RESOLUTION 2:** That Council resolves to move out of Closed Business

Moved:

Cr. Coralie Lawrence

Seconded:

Cr. Charmaine Lawrence

CARRIED

NO VOTE TAKEN – TABLED FOR JULY 2026 ORDINARY MEETING

ACTION: Councillors to review documentation and make a determination.

Ordinary Meeting closed: 2:26pm



KASC ACTION ITEMS REGISTER

Meeting Type	Month	Year	Subject	Action Item	Lead Officer	Current Progress	Current Status	Target Date for Completion
Council Meeting	February	2025	Planning Scheme	AMG to ensure new Planning Scheme consider new cemetery area	EMCFS	June 2025: Funds have been secured through the Scheme Fund and Council has requested a quote and a scope of works to implement the planning scheme. Aug 2025: Engaging contractor to undertake works. Nov 2025: Contractor engaged and looking to hold early discussions with Council in Dec/January. April 2026: Workshop to be presented to Council on 20 May 2026 by UpNorth- with updates to the Planning Scheme Jul 2026: Workshop has been scheduled with UpNorth, Councillors and AEA for August. Continuing to progress.	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		In progress	
Council Meeting	December	2025	Centrelink	CEO and EMCS to take steps to find a resolution to IT issues for Centrelink services delivery	CEO & EMCS	April 2026 - Modem is not the issue and agency is offline - CEO is meeting with HS during their next community visit June 9th.	In progress	
Council Meeting	March	2026	Local Laws	Governance to assist in coordination of Community session on Local Laws.	EMCFS	April 2026: Governance team seeking direction from CEO and Councillors for appropriate date - as May schedule did not align and has been cancelled. May 2026: Local Laws meeting held with Councillors 11/5/26. FAQ's to be done up for community. Jul 2026: Community Fact Sheets for Local Laws have been completed. Governance team consulting with internal departments on development of relevant information to include in community information sessions. Governance team will work with EMCS to combine this session with a community scheduled event.	In progress	
Council Meeting	March	2026	Vehicle Use	EMRIES to investigate measures to prevent the use of council vehicles for transporting employees' family members or friends, particularly in situations where seatbelts are not utilised.	EMRIES		In progress	

Council Meeting	May	2026	School Aged Children	Council to consult with CEQ in relation to endorsing a sign to be posted at the shop that school aged children are not to be served during school hours	CEO		Open	
Council Meeting	May	2026	New Housing Developement	EMRIES to change plan presented in report regarding map for new housing development as per Councillors suggestions. Require new lot #s for 4br (regular and highset) and 2 x 3br.CEO to liaise with DHPW	EMRIES & CEO		In progress	
Special Meeting	June	2026	Farewell Letter	A letter is to be send to BDS to thank them for thier time in Kowanyama as our contractor and send them Council's best wishes for the future.	CEO		Open	

4.2.a – Information Report – Activity

Title:	CEO Update
Author:	Chief Executive Officer
Meeting Date:	30 June 2026

Executive Summary

To provide Council with an update of activities undertaken by Chief Executive Officer, Alan Neilan following the Ordinary meeting on June 30th, 2026.

Key points

- **Executive Management Teams meeting occurs each Monday morning**

July 7 th	Stakeholder Special Meeting at KSRA
July 8 th	Attended TCICA June Meeting
July 9 th	Attended Cape York and Torres Strait Councils Aged Care Collaboration Meeting
July 13 th	Teams Meeting with First Nations Co for “The future is in your hands”
July 15 th	Teams Meeting with NWQROC for Disaster Management Plan Review
	Meeting with QLD Health Drinking Health Regulators
July 16 th	Teams Mayor’s Working Group QPS
	Internal meetings for tender for reservoir replacement

4.2.b – Information Report

Title:	CEO Update
Author:	Tanvi Chand – Acting Administration Manager
Meeting Date:	June 30, 2026

Executive Summary

To provide Council with an update of activities undertaken by the Office Manager following the Ordinary meeting on June 30, 2026.

Administration Office

- Processed Local Fare Scheme applications for community members.
- Maintained and updated the Local Fare Register to ensure information remained correct.
- This month has seen a rise in flight bookings potentially due to school holidays, Cairns Show and NAIDOC events.
- Continued day-to-day front counter operations, responding to community enquiries and delivering customer service support in a timely and professional manner.
- Supported cross-departmental administrative functions, contributing to the efficient delivery of council services.

Contractor's Camp

- Maintained 10 long stay guests throughout June.
- Maintenance and repairs to three rooms have been completed and are now available for occupancy.
- Completed weekly cleaning for all the long-stay rooms.
- Put through and followed up work orders where maintenance or repairs were required.
- Monitored accommodation occupancy, vacancies, and upcoming bookings to facilitate effective accommodation coordination.
- Maintained essential facility upkeep and monitoring functions throughout the reporting period, ensuring continuity of operations despite limited staffing resources.

Training Centre

- Currently awaiting documentation from the candidate who has been through the interview process for a cleaner's job
- Shared Kitchen requires major repairs.

Key Issues and Considerations

Ongoing staff absenteeism has placed additional pressure on operational activities and service delivery. Despite these challenges, essential services have continued to be maintained. To address current staffing shortages, a recruitment advertisement has been released, with the aim of increasing staffing capacity and improving operational support.

4.2.c – Agenda Report

Title:	Waiver of Fees and Charges – Commercial Accommodation
Author:	Chief Executive Officer
Meeting Date:	28 July 2026

Resolution: That Council resolves pursuant to section 262(3)(c) of the *Local Government Act 2009 (Qld)*, to approve a full commercial fee waiver for a period of two (2) years only for Toddy's Machinery Maintenance (A.B.N 57 618 534 295) at the Contractor's Camp per option 1 noted in this report and give financial delegation to the Chief Executive Officer to consider and decide subsequent waivers application received from the applicant relating to this tenancy for subsequent years.

Options:

1. Approve a commercial fees and charges waiver for two (2) x contractor rooms at the Contractor Camp at \$132.10 per room per night, resulting in a commercial fees and charges waiver for a two (2) year period totalling- \$192,337.60
2. Approve a commercial fees and charges waiver for one (1) x contractor room at the Contractor Camp at \$132.10 per room per night, resulting in a commercial fees and charges waiver for a two (2) year period totalling- \$96,168.80
3. Decline to approve commercial fees and charges waiver.

Background:

Toddy's Machinery Maintenance Pty Ltd was awarded the contract to provide mechanical maintenance services to Kowanyama Aboriginal Shire Council following a competitive procurement process. The Request for Tender (RFT) documentation and the executed Licence Agreement clearly state that contractor accommodation is not included within the contract and that Council accommodation is available on a fee-for-service basis, with accommodation costs to be incorporated into the contractor's tendered rates.

Following contract award and prior to mobilisation, Toddy's Machinery Maintenance advised Council that accommodation costs had not been included within its submitted tender pricing. The contractor advised that, during the tender period, discussions had occurred with the former Executive Manager regarding the potential establishment of a temporary contractor camp within the community at the contractor's own cost. While this was discussed as a possible option, no formal approval was provided, and no such arrangement was incorporated into the tender documentation, executed contract or Licence Agreement.

As Council has subsequently advised that a contractor camp cannot be accommodated within the Council depot or workshop precinct, Toddy's Machinery Maintenance has requested that Council provide two (2) contractor accommodation rooms at no cost for the duration of the contract. The contractor has advised that this would assist in reducing operational costs and maintaining its current contract rates, noting that paying the full commercial accommodation charges for all personnel may require a review of its charge-out rates.

Council has reviewed the executed contract documentation and confirmed that there is no contractual obligation for Council to provide complimentary accommodation or subsidise accommodation costs. As the requested concession falls outside the provisions of the contract and is not supported under Council's adopted Concession Policy, the matter has been referred to Council for consideration and determination by resolution.

Further information:

This request for commercial rate concession does not meet the criteria of Council's Concession Policy as Toddy's Machinery and Maintenance is neither a Not-for-profit and/or Charitable Organisation or Local and Indigenous Owned Business and is therefore not eligible under this policy and will require Council resolution. However, Council does have a general power under section 9 of the *Local Government Act 2009 (Qld)* "to do all things necessary or convenient for the good rule and local government of its local government area," including consideration of ad hoc discounts to fees and charges by Council resolution.

Commercial tenancy fees and charges set out in the Register of Fees and Charges 2026/27 are struck under section 262(3)(c) of the Local Government Act 2009 (Qld) under the power to "charge for a service or facility, other than a service or facility for which a cost-recovery fee may be fixed". This is the part of the wider power of the Local Government to "do anything that is necessary or convenient for performing the responsibilities" (s262(2) LGA). This in turn provides an associated discretion of Council to waive those fees at its discretion. For transparency in decision making, this should occur by Council resolution.

4.3.1.a – Information Report

Title:	Governance Monthly Update
Author:	A/ Manager Governance
Meeting Date:	28 July 2026

Key Items

2025/26 Annual Operational Plan Updates

Q4 Annual Operational Plan updates have been submitted with this report.

Audit and Risk Committee Meeting

Minutes from 17 June Audit and Risk Committee meeting have been submitted with this report.

Cultural Vault

The Cultural Vault ILUA has been approved for registration by the National Native Title Tribunal Registrar and is currently undergoing the public notification process.

Council has issued a Request for Tender for the Kowanyama Museum Cultural Vault construction, with submissions open from 13 July 2026 to 3 August 2026.

Neighbourhood Centre ILUA

Awaiting project scope and initial designs from the State proponent. Awaiting Crown Law advice re State involvement as a party to the ILUA.

AEA MOU

Meeting was held between Councillors and AEA Board Members Wed 15 April 2026. Matters now being progressed in line with agreements reached and directions provided therein. Cattle Muster now advertised for Kowanyama and closing 1 July 2026.

Cattle Musterer

Council sought tenders from suitably experienced musterers to deliver cattle muster services on Aboriginal Land across the 2026 and 2027 seasons.

The tender period ran from 10 June 2026 to 1 July 2026, and an agenda report has been submitted for this meeting.

Carbon

By Council resolution in January's OM – Tropical Forest Tree were appointed exclusive provider of fire services for the Carbon Abatement Project at Oriners and Sefton for the 2026 and 2027 fire seasons. Contract now signed for 2026 and 2027 seasons.

Offsets Report signed by CEO and submitted to Clean Energy Regulator 13 March 2026. ACCUs now generated (42,002). 18,000 sold. 24,002 balance remain.

Councillor Registers of Interest

Councillors are required under the Local Government Regulation 2012 to complete an annual confirmation of their Register of Interests within 30 days of the end of each financial year (by 30 July 2026).

The Annual Confirmation is to be completed where no changes have occurred to Councillors interest in the last financial year. Where change has occurred, Councillors are required to complete a Form 3 in addition to Annual Confirmation.

Forms have been distributed to Councillors for completion.

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q3 FY 2025– 2026 (1 April 2026 – 30 June 2026)

Office of the CEO

CEO Office				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Corporate Plan	CEO Office Governance	Council has reviewed and refreshed the 2024 – 2029 Corporate Plan by 31 December 2024	Councillor update session	100%	100%	100%		
			Councillor Community Consultation	100%	100%	100%		
			Adopted refreshed Coporate Plan	100%	100%	100%		
Carbon Abatement Project	CEO Office	Council Continues Abatement	Council maintains compliance obligations with clean energy regulations	100%	100%	100%		
			Budget compliance	100%	100%	100%		
Carbon Land Restoration Fund Feasibility Study	CEO Office	Council undertakes a feasibility study into the viability of moving to LRF and makes formal resolution	Feasibility study presented to Council	50%	100%	100%		
			Council resolution	100%	100%	100%		
Cattle Company	CEO Office	Council continues to destock and sell its cattle across both PICs	Council maintains compliance obligations with LPA	100%	100%	100%		
			Budget compliance	80%	80%	80%		
			Explore mutually beneficial partnerships (i.e., AEA MOU)	20%	100%	100%		
AEA MOU	CEO Office	Council continues to destock and sell its cattle across both PICs	MOU Signed	100%	100%	100%		
			MOU objectives achieved / implemented	10%	15%	25%		
Long-term Strategic Infrastructure Projects	CEO Office	Council has a capital prioritisation strategy and program for new assets that are funded by grants opportunities	Develop Strategy	20%	20%	20%		
			Develop a List of Assets	25%	25%	25%		
			Reference Asset Management Plans	20%	20%	20%		
			Apply Strategy	20%	20%	20%		
Oriners & Sefton Advisory Committee	CEO Office	Council has an active and productive committee that provides guidance for operations at Oriners and Sefton Stations	Hold meetings in accordance with the Terms of Reference	100%	100%	100%		
			Undertake annual review of Terms of Reference (and membership)	20%	25%	25%		
			Native Title	20%	25%	25%		
Trustee Advisory Committee	CEO Office	Council has an active and productive committee that provides guidance for Trustee management of the Kowanyama DOGIT	Hold meetings in accordance with the Terms of Reference	100%	100%	100%		
			Undertake annual review of Terms of Reference (and membership)	100%	100%	100%		
Council of Elders Advisory Committee	CEO Office	Council has an active and productive committee that provides guidance for community priority issues	Hold meetings in accordance with the Terms of Reference	20%	25%	25%		
			Undertake annual review of Terms of Reference (and membership)	20%	25%	25%		
Grants Management Framework	CEO Office	Council has a framework in place to define when Council applies for grants, how that is communicated, how it will be managed, and Council's performance for all grants.	Develop framework	50%	75%	75%		
			Implement framework	50%	50%	50%		

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q3 FY 2025– 2026 (1 April 2026 – 30 June 2026)

Corporate Services & Finance								
Corporate Services & Finance				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Asset Management Plans	Finance EMRIES	Complete Council Wide Asset Management Plan	Initial Organisational Wide Asset Management Plan based on Asset Register	30%	30%	30%	30%	Governance & Finance are developing a Strategic Asset Management Framework to cover all non-current Property, Plant & Equipment asset classes
			Water Sub-Plan	n/a	n/a	n/a	n/a	
			Sewerage Sub-Plan	n/a	n/a	n/a	n/a	
			Urban Roads Sub-Plan	n/a	n/a	n/a	n/a	
			Buildings Sub-Plan	n/a	n/a	n/a	n/a	
Finance System	Finance	Identify alternate Finance System to align with Council requirements	Define system requirements to meet Council needs	0%	0%	5%	10%	Data is being collected regarding systems used by other LG's
			Investigate software/system options available	0%	0%	50%	80%	
			Select system	0%	0%	0%	0%	
			Develop an implementation plan	0%	0%	0%	0%	
			Implement System and "Go Live	0%	0%	0%	0%	
Electronic Payroll and HR System	Human Resources	Identify and implement a new payroll and HR system to align with Council requirements, enhancing efficiency, accuracy, compliance, data management, and employee experience throughout the employee lifecycle.	Investigate and Select System	100%	100%	100%	100%	
			Develop and finalise an implementation plan including user training program	100%	100%	100%	100%	
			Implement System within agreed timeframe	100%	100%	100%	100%	
			Go Live	85%	100%	100%	100%	
Employee Retention Strategy	Human Resources	Develop strategy to reduce employee turnover, prevent attrition, increase retention and employee engagement	Review of Council's recruitment and induction processes	0%	0%	30%	30%	Finalising Employment Hero Go Live prior to commencing this project.
			Develop and implement Employee Award Program	0%	0%	0%	0%	
			Review of Staff Housing entitlements	0%	0%	0%	0%	
Education (15-18 years)	Human Resources	School based Apprenticeship & Traineeship Program	Develop Apprenticeship Traineeship program for 15 – 18-year-old students	0%	0%	0%	15%	Finalising Employment Hero Go Live prior to commencing this project.
			Develop post-school support for student who do not complete program while at school.	0%	0%	0%	0%	
Community WIFI	Information, Communications & Technology	Implementation of Community WIFI	Research and identify suitable grants for community WIFI projects.	100%	100%	100%	100%	Project has now been completed.
			Identify Strategic WIFI locations around community	100%	100%	100%	100%	
			Implement Community WIFI	100%	100%	100%	100%	
			Utilise as possible extra network carrier for Council	100%	100%	100%	100%	
			Measure community satisfaction and utilisation of the Community WIFI service.	100%	100%	100%	100%	
CCTV (Community Safety Plan)	Information, Communications & Technology	Implement and maintain an expanded CCTV platform, in line with Community Safety Plan and Current CCTV Policy	Carryout audit and provide recommendations	30%	40%	70%	70%	Government Grants and Subsidies Program has been awarded. 4 devices have been installed at the Adin Building. Hosting platform created
			Implement CCTV in accordance with Safety Plan	0%	0%	0%	0%	
			Review to ensure compliance obligations are met	0%	0%	0%	0%	
Records Management Disposal Strategy	Information, Communications & Technology	Council has a working disposal program implemented for records	Investigate strategies for outsourcing	40%	80%	100%	100%	Insentra has been contracted to implement Ava Point (SharePoint data classification and retention). Data magement application design complete. UAT commencing 14 APR. GRACE storage contacted and quote prepared to classify and assign retention dates to paper document holdings.
			Develop plan	30%	80%	100%	100%	
			Implement	0%	5%	80%	90%	
			Digitise documents	0%	5%	5%	20%	
Cybersecurity and Fraud Training	Information, Communications & Technology	Conduct cybersecurity training for staff	Decrease likelihood of reported security incidents by providing a combination of online learning materials and group training exercises.	35%	75%	90%	100%	CultureV8 'Mob Safe Online' campaign under the QLD GOV Act Now, Stay Safe program and funding. Progress report submitted to Dept of Home Affairs
			Conduct follow-up assessments to measure knowledge retention and awareness improvement.	0%	0%	30%	100%	
			Increase in the adoption of secure practices by staff members.	0%	0%	30%	100%	
			Improve incident response time and minimize the impact of security breaches	0%	0%	30%	100%	
SharePoint Redevelopment Project	Information, Communications &	Restructure SharePoint and implement operational structure	Develop a new information architecture for SharePoint including a Roadmap	5%	10%	20%	20%	Business Classification Schedule to be developed in collaboration with Insentra. BCS to be used for Ava Point data retention automation

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q3 FY 2025– 2026 (1 April 2026 – 30 June 2026)

	Technology		Migration of all existing data and documents to the new structure. Document and communicate the naming conventions for SharePoint sites, libraries, and files. Train and educate staff on the new SharePoint structure and features.	0%	0%	0%	0%	
Transition from Hybrid Active Directory to Modern 365 Cloud	Information, Communications & Technology	Transition to Microsoft 365 and Azure Entra ID cloud	Plan and execute the migration of onsite Active Directory, email and collaboration services to Microsoft 365. Implement Azure Active Directory Entra ID for centralized user management. Implement Mobile Device Management Train and support staff where required	100%	100%	100%	100%	Project has now been completed.
WH&S	Workplace Health and Safety	Workplace Health and Safety Framework	Develop and implement a Workplace Health & Safety framework (including Safety Management System) Monitor and review framework (6–12-month ongoing cycle)	50%	65%	75%	80%	Policies and procedures developed. Implementation at foundation stage. WHSMS software developed, currently training and implementing. QR code incident reporting training completed with most staff, Started producing SOPs, SWMS, safety documents per department. Developed Manual, Due diligence action plan and Safety Plan 2026 – all under CEO review. Building WHS operational risk register
Drug and Alcohol Testing	Workplace Health and Safety	Regular scheduled and RTW drug and alcohol testing in Kowanyama and Cairns workplaces	4 inspections annually in Kowanyama and Cairns	25%	50%	75%	100%	Completed 3 scheduled tests instead of 4. Policy, Procedure and RTW program all reviewed. Developed and implemented updated letters for new situations that have arisen.
New Planning Scheme	Governance	Council has a current planning scheme by 30 June 2024	Complete associated studies for the planning scheme Develop a new scheme Community consult process State approval Adopted planning scheme	0%	25%	25%	40%	Consultants engaged and initial discussions commenced.
State Compliance Checklist	Governance	Council is compliant with all compliance obligations per the States compliance checklist, which is defined by the Local Government Act and Regulation.	Review checklist Review and adopt all associated policies Compliance checklist is signed off by EMT	100%	100%	100%	100%	Review performed by Governance in September 2025. Governance undertaking Policy and Procedure review

ANNUAL OPERATIONAL PLAN PROGRESS REPORT - Q3 FY 2025- 2026 (1 April 2026 - 30 June 2026)

Roads, Infrastructure and Essential Services

Roads, Infrastructure and Essential Services				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Fleet Replacement Program	EMRIES	Council has a program to replace its fleet with a prioritisation strategy	Audit of all fleet is complete.	100%	100%	100%	100%	Schedule to be rolled out under new contract for workshop operator in July 2026 25/26 Vehicle capex closed - in line with budget
			Programmed maintenance and cyclical replacement strategy	25%	30%	40%	75%	
			Appropriate priority vehicles purchased	50%	100%	100%	100%	
Council Building renewal program	Building Management	Council has a program of capital renewal for council buildings based on the Asset management Plan	Each function of Council has been reviewed	75%	75%	100%	100%	Extensive maintenance has been undertaken year to date. Further properties identified have been scoped and costed for 26/27 budget building Inspection and maintenance schedules are completed and implemented
			Life cycle planning	15%	15%	25%	50%	
			Cyclical maintenance program in place	25%	50%	100%	100%	
Community Housing	Building Management	Responsible management of repairs, maintenance and upgrades of existing assets, compliance with regulator requirements and undertaking of works in line with contracts	Receive, allocate and program works within nominated QBuild contract timeframes	100%	100%	100%	100%	Completed with a huge reduction in aged jobs - reduced from 200+ to under 30. Apprentice plumber has been employed - local carpenter advert is live Budget estimates are on track.
			Timely completion of internal works	75%	75%	100%	100%	
			Re-establishment of local workforce across all trades	25%	25%	35%	50%	
			Revenue in line with agreed profit margins	100%	100%	100%	100%	
Recovery works	Roads	Funded recovery and betterment works are completed within QRA timelines for registered events	Project scoped, funding sourced and works complete.	50%	50%	100%	100%	Multiple programs are underway at various stages of progress and completion
			Projects completed within budget.	100%	100%	100%	100%	
			Projects completed within QRA and grant funding timelines	100%	100%	100%	100%	
Drinking Water Improvements	Essential Services	To continue to meet the current QLD drinking water standards.	Implement suggested improvements per recent audit.	25%	50%	50%	100%	50% design workshop held in Jan 26 - redesign based on HAZOP and apex workshops in Feb 26.
			Monitor and maintain drinking water standards through training and development of local workforce	100%	100%	100%	100%	
			Engage and foster relationships with Regulatory departments	100%	100%	100%	100%	
Airport Infrastructure	EMRIES	Ensure all airport infrastructure conforms to CASA requirements including fuel farm, runway, and PAL system. Upgrade apron, taxiway, and runway	Audits undertaken with suggested improvements implemented.	40%	50%	100%	100%	CASA audit actions items closed out and approved by CASA
			Funds secured, resilient design and upgrade projects substantially complete, within available funds	100%	100%	100%	100%	Runway, taxi way and apron resal works completed. Next phase projects in planning (Drainage, fencing, facility upgrades abd fuel farm expansion)
Town Streets	Roads	To Improve resilience of town streets with long term benefits	Complete Streets Upgrade and Resilience Design package	75%	100%	100%	100%	Road safety program completed ahead of time and on budget
			Complete betterment and reconstructions in critical damaged areas	75%	100%	100%	100%	Betterment projects completed ahead of time and on budget

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q3 FY 2025– 2026 (1 April 2026 – 30 June 2026)

Community Services and Cultural Heritage

Community Services and Cultural Heritage				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Community Safety Plan	EMCS	Council's next iteration of the Community Safety Plan is developed and implementation commenced within the restraints of financial resources.	Community Safety Plan is developed and adopted by Council Implementation of recommended outcomes commenced Funding sourced for relevant actions.	100% 0% 0%	100% 0% 0%	100% 0%		Plan completed and uploaded on Council website
0 – 5 Education	Childcare / Early Years Hub	The development of education for children 0 – 5 years is fostered through Council led initiatives.	Development of an early year's program for the Kowanyama Early Education Hub. Implementation of the early year's program.	0% 0%	0% 0%	0% 0%		Discussions continue with the school regarding appointment of an Early Years Hub Coordinator.
Sport and Recreation Events	Sport & Recreation	Delivery of programs, initiatives and infrastructure that support increased participation in activities.	Sport and Recreation Strategy is developed and adopted by Council. Implementation of planned initiatives to support organised participation. Funding sourced for relevant infrastructure projects.	50% 0% 0%	50% 0% 0%	50% 0% 0%	100% 0% 0%	Kowanyama Sport and Recreation Strategy completed for 2025-2035 Due to nil staff presence and engagement, no movement.
Aged Care Compliance	Aged Care	Council maintains a compliant and sustainable Aged Care Service.	Compliance with the federal government aged care standards is consistently maintained. Recommended continuous improvement initiatives and infrastructure are identified and implemented. Annual proactive routine maintenance is carried out. Explore options to divest the Aged Care Service to a specialist provider	95% 15% 25% 0%	85% 25% 50% 10%	85% 25% 85% 25%		Reporting is almost caught up. Forms and templates are being rolled out and introduced with the help of Barbara Schmidt, contracted by the Govt. Quotes being sourced for internal sprinkler system repairs. WH&S have advised this will be fixed in dry season. Maintenance carried out as identified. Meet with agency re outsourcing. Discussions to be had further with council and Dept.
Community Engagement / Events	Community Services and Events	Encourage and foster community engagement in local events to support and celebrate culture.	Development and implementation of a community events calendar. Partnerships with Community Groups/Organisations are supported to facilitate cross-community messaging at relevant events.	50% 25%	25% 25%	25% 25%		2026 Calendar of events has been put on hold due to lack of staff, and reporting in all areas needing urgent attention. Ideas are starting to come up and being noted and will be discussed with new Exec Manager. Partnership opportunities are taken as they arise - Apunipima Health Expo, NAIDOC.
Women's Services	EMCS Community Services and Events	Council maintains an active and supportive Women's Program and Women's Shelter focussed on building the capacity and capability of community members.	Women's Shelter remains compliant with Human Services Quality Framework (HSQF) standards and requirements Development of an activity calendar for Women's Group to support and activate the community through regular events, and capacity-building meetings. The Women's Shelter is upgraded/renewed to improve safety and to support higher capacity of clients. Explore options to divest the Women's Shelter to a specialist provider.	95% 50% 5% 0%	50% 70% 5% 5%	0% 85% 5% 5%		Currently non compliant. Working with Dept to take appropriate steps for staff and area as a whole, to determine areas that are largely lacking compliance. Women's Group is successfully working through their wellness plan. Working within the funding guidelines, and with external consultant Dr. Amelia Britton. With internal project manager to progress. Applying for funding for Shelter refurb Need to hold discussions with CEO, Council and external entities
Community services	EMCS	Support improved liveability initiatives within the community.	Implementation of Orange Sky Laundromat in the community. A Youth Strategy is developed and adopted by Council, with implementation commenced within the restraints of financial resources.	10% 50%	20% 50%	20% 50%		Conversations commenced with Orange Sky regarding most suitable model for community. Funding applied for No movement

Kowanyama Aboriginal Shire Council

Audit & Risk Committee (A&RC) Meeting Minutes

Meeting Date:	Wednesday 17 June 2026
Meeting Time:	10:00am – 12:00pm
Location:	KASC Office Boardroom, 50 Scott Street, Cairns (with videoconference) KASC Chambers, Chapman Road, Kowanyama (with videoconference)

Attendees: Committee Members

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

Attendees: Observers and Guests

Name	Position	Attendance
Alan Neilan (AN)	Chief Executive Officer	Y
Joe Cristaldi (JC)	EM – Corporate & Financial Services	Y
Nicola Strutt (NS)	Manager Finance	Y
Eve Jacks (EJ)	Altius Advisors	Y
Shona Cram (SC)	Grant Thornton	via teams
Riley Smith (RS)	Grant Thornton	Apology
Natalie Kolakowski (NK)	QAO	Y
Sri Narasimhan (SN)	QAO	Apology
Danae Maltby (DM)	Governance Officer (minutes)	Y

Item	Details
1	Welcome and apologies Meeting opened at 10:08am The Committee notes the apologies of: • Territa Dick (TD) • Riley Smith (RS) • Sri Narasimhan (SN)
2	Declaration of Conflict of Interest No Conflicts of Interest were declared for this meeting, Wednesday 17 June 2026.
3	Confirmation of minutes The unconfirmed minutes were considered and reviewed. Resolution: Committee accepted the minutes of the meeting held 3 March 2026.
4	Annual Work Plan The Committee reviewed the Annual Work Plan and noted the matters scheduled for consideration. Resolution: That the Audit & Risk Committee receives and notes the Annual Work Plan.

5	Action register Resolution: That the Audit & Risk Committee receives and notes the Action Register. Resolution: Action Item: Review of HR Processes can be closed.
6	Agenda reports 6.a QAO Briefing Note The QAO Briefing Note was presented to the Committee for consideration. Resolution: That the Audit & Risk Committee receives and notes the QAO Briefing Note. Action: JA recommends that Council bring CFO Assurance framework controls to financial statements for September meeting. 6.b QAO External Audit Interim Management Report The External Audit Interim Management Report was presented to the Committee for consideration. Resolution: That the Audit & Risk Committee receives and notes the External Audit Interim Management Report. 6.c QAO External Audit Presentation The External Audit Presentation was presented to the Committee for consideration. Resolution: That the Audit & Risk Committee receives and notes the External Audit Presentation. 6.d Internal Audit Progress Report The Internal Audit Progress Report was presented to the Committee for consideration. • Indexation percentages for assets reviewed; buildings and residential housing may be undervalued. Plan to revisit with valuer after June quarter data is available. JA – Concerns raised around payroll system reconciliation issues (sick leave balances, missing employees) and how this is being managed internally. JC – reconciliation issues have been resolved and/or are under investigation, with letters issued to affected staff and regular checks now in place. Cost allocation and rostering challenges exist for some staff across multiple programs; manual intervention via journals is required, but most processing is handled by the system. Resolution: That the Audit & Risk Committee receives and notes the Internal Audit Progress Report Action: JC to draft summarised action plan (management actions and completion dates). Action: JC check asset indexation percentages with valuer after June quarter data is available.
7	Information Reports 7.a Risk Management Update The Risk Management Update Report was presented to the Committee for consideration. Resolution: That the Audit & Risk Committee receives and notes the Risk Management Update. 7.b Position papers The Position Papers report was presented to the Committee for consideration. Resolution: That the Audit & Risk Committee receives and notes the Position Paper report.

	7.c Shell Financial Statements The Shell Financial Statements was presented to the Committee for consideration. No major accounting changes; only potential addition is inventory for carbon credits. QAO encourages streamlining statements to material accounting policies. Resolution: That the Audit & Risk Committee receives and notes the Shell Financial Statements.
8	General Business
9	Meeting closed: 11:08am Next meeting: 23 September 2026

4.3.1.b – Information Report

Title:	Finance Information Report
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	28 July 2026

Key Items

Financial Report June 2026

The monthly Finance report for the month of June 2026 which is subject to end of year adjustment has been prepared as at **Attachment 1**

- Key points from the June 2026 YTD report are as follows:
 - net operating result (before depreciation) is a \$5,677,114 profit, which is \$5,603,510 better than budget
 - actual net operating income is \$32,081,514 which is \$1,895,077 better than budget
 - actual operating expenditure is \$26,404,370 which is \$3,708,433 better than budget
 - Net profit/loss) (after depreciation) is \$6,339,543 loss, which is \$7,493,546 better than budget
 - Untied Cash Funds balance is \$25,175,294

Recommendation:

That Council note the:

- Monthly Financial Report – June 2026

Attachment 1:

- Monthly Financial Report – June 2026



Financial Report

June 2026

Prior to End of Year Adjustments





Financial Report June 2026

Prior to End of Year Adjustments

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(all results are in \$)



Year to Date June 2026

Prior to End of Year Adjustments

Finance Summary

The YTD June 2026 financials show an actual loss of \$6,339,543 compared to a budgeted loss of \$13,833,089.

Favourable revenue variances arose for Concrete Sales \$980,5928, General Purpose Financial Assistance Grant \$1,877,582, Interest Received \$209,893, Accommodation Revenue \$461,7074 and Rental Income \$344,491. Additional favourable variances arose for Payroll costs \$4,193,278 mainly due to vacant positions, Depreciation \$1,893,673, Repairs & Maintenance \$484,554 due to the timing of various projects, Travel Expenses \$257,759 and Small Equipment purchases \$260,186. These favourable variances are partially offset by higher than budgeted Cost of Goods Sold \$667,730 mainly due to the higher volumes of concrete batching to date and higher Contractor and Consultant Costs \$1,763.959 partially due to the backfilling of vacant positions and lower Heavy Plant recoveries \$674,360.

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 - 30/06/2026
Prior to End of Year Adjustments

	Year to Date Actual	Year to Date Current Budget	Year to Date Variance to Current Budget	Full Year Current Budget
	\$	\$	\$	\$
Income				
Council Rates, Levies & Charge	678,543	628,000	50,543	628,000
Commissions & Fees Revenue	164,959	190,819	(25,860)	190,819
Aviation Landing Fees	413,962	575,000	(161,038)	575,000
Other Fees & Charges	431	5,000	(4,569)	5,000
Accommodation Revenue	1,571,627	1,109,920	461,707	1,109,920
Rental Income	1,144,491	800,000	344,491	800,000
Interest Received	1,249,893	1,040,000	209,893	1,040,000
Sale of Goods Revenue	3,965,664	1,039,250	2,926,414	1,039,250
Services Revenue	5,152,050	6,162,522	(1,010,472)	6,162,522
Aviation Fuel Revenue	718,005	650,000	68,005	650,000
Donations Received	5,000	15,000	(10,000)	15,000
Insurance Recoveries	34,778	0	34,778	0
Fuel Tax Credits	19,945	15,000	4,945	15,000
Other Income	556,498	200,000	356,498	200,000
Training Recoveries	0	100,000	(100,000)	100,000
Workcare Recoveries	33,993	0	33,993	0
State Government Grants - Operating	5,191,696	5,535,089	(343,393)	5,535,089
Commonwealth Government Grants - Operating	10,004,198	7,929,837	2,074,361	7,929,837
Other Grants - Operating	126,875	0	126,875	0
Internal Cost Recoveries - Sale of goods	5,828	1,741,000	(1,735,172)	1,741,000
Internal Cost Recoveries - Services	1,001,492	2,450,000	(1,448,508)	2,450,000
Profit on Asset Disposal	41,586	0	41,586	0
Total Income	32,081,514	30,186,437	1,895,077	30,186,437
Less Expenses				
Cost Of Goods Sold	3,403,514	2,745,784	(657,730)	2,745,784
Stock Adjustments & Stocktake variances	10,029	15,000	4,972	15,000
Wages - Permanent Staff	7,677,054	11,600,434	3,923,380	11,600,434
Superannuation	863,816	1,378,513	514,697	1,378,513
Recruitment & Relocation	141,384	145,000	3,616	145,000
Workers Compensation	189,153	269,354	80,201	269,354
Staff Education & Training	79,093	181,020	101,927	181,020
FBT	34,248	15,000	(19,248)	15,000
Training and Workcare Costs - recoverable	0	7,500	7,500	7,500
Employee Assistance Program	431	2,500	2,069	2,500
Audit Fees	102,734	115,000	12,266	115,000
Admin Expenses	8,142	13,000	4,858	13,000
Advertising Costs	5,070	38,500	33,430	38,500
Memberships & Subscriptions	115,557	126,150	10,593	126,150
Postage & Stationery	15,788	31,450	15,662	31,450
Staff Amenities	26,312	54,300	27,988	54,300
Hcp Purchased Goods	25,973	20,000	(5,973)	20,000
MV Expenses - Fuel	158,006	225,350	67,344	225,350
MV Expenses - Registration	59,419	15,650	(43,769)	15,650
MV Expenses - Running Costs	0	2,500	2,500	2,500
R&M - MV Expenses	231,998	341,000	109,002	341,000
Plant Fuel & Oil Expenses	0	500	500	500
Plant Hire	2,919	5,000	2,081	5,000

Kowanyama Aboriginal Shire Council
Profit & Loss
Period ending - 30/06/2026
Prior to End of Year Adjustments

	Year to Date Actual	Year to Date Current Budget	Year to Date Variance to Current Budget	Full Year Current Budget
	\$	\$	\$	\$
Consultants	446,099	774,165	328,066	774,165
Contractors	6,938,611	4,846,587	(2,092,024)	4,846,587
Legal Expenses	92,023	120,000	27,977	120,000
Accountancy Fees	103,500	120,000	16,500	120,000
Computer, IT & Network	741,973	954,500	212,527	954,500
Telephone, Fax & Printers	358,208	241,700	(116,508)	241,700
Cleaning	88,521	73,440	(15,081)	73,440
Freight	271,007	235,464	(35,543)	235,464
Security	9,615	20,000	10,385	20,000
Catering	155,911	216,650	60,739	216,650
Donations	190,182	115,000	(75,182)	115,000
Safety Equipment	14,745	84,500	69,755	84,500
Protective Clothing/Uniforms	34,457	86,600	52,143	86,600
Consumables/Materials	586,587	724,814	138,227	724,814
Electricity	502,118	521,106	18,988	521,106
Small Tools, Equipment And Furniture	320,314	580,500	260,186	580,500
Portable & Attractive Assets	4,178	37,600	33,422	37,600
Capital Assets expenditure	37,275	0	(37,275)	0
R&M - Roads & Infrastructure	0	10,000	10,000	10,000
R&M - Buildings	261,876	731,500	469,624	731,500
R&M - Plant & Equipment	453,117	547,500	94,383	547,500
R&M - Other	223,955	25,500	(198,455)	25,500
Travel Exps - Accommodation	83,051	153,700	70,649	153,700
Travel Exps - Airfares	213,073	333,500	120,427	333,500
Travel Exps - Car Hire/ Taxis/ Km'S	17,556	52,595	35,039	52,595
Travel Exps - Meals & Incident	127,406	159,050	31,644	159,050
Rent	133,153	145,500	12,347	145,500
ATM & Eftpos Fees, Bank Charges & Interest	27,847	50,000	22,153	50,000
Insurance	225,858	240,000	14,142	240,000
Bad Debts Written Off	92	0	(92)	0
Fees & Charges	63,617	21,000	(42,617)	21,000
Licences	3,494	9,100	5,606	9,100
Rates & Taxes	39,550	40,000	450	40,000
Internal Cost Charges - Sale of Goods & Services	484,764	817,728	332,964	817,728
Internal Cost Allocation - Wages	0	(325,000)	(325,000)	(325,000)
Net Operating Expense	26,404,370	30,112,803	3,708,433	30,112,803
Net Operating Profit / (Loss)	5,677,144	73,634	5,603,510	73,634
Depreciation	12,013,049	13,906,723	1,893,673	13,906,723
Loss on Reval of Finance Leases & Sale of Assets	3,638	0	(3,638)	0
Net Profit / (Loss)	(6,339,543)	(13,833,089)	7,493,546	(13,833,089)

Year to Date June 2026 Prior to End of Year Adjustments

Net Operating Results by Program

Office of the CEO					
Program		Actual YTD	Current Budget YTD	Variance to Current Budget	Full Year Current Budget
Untied Funding Programs					
Kowanyama Office	Deficit	(\$626,632)	(\$750,453)	\$123,821	(\$750,453)
Councillor Costs	Deficit	(\$574,035)	(\$650,142)	\$76,107	(\$650,142)
General Council	Deficit	(\$5,445,379)	(\$6,978,875)	\$1,533,496	(\$6,978,875)
Arthur Beetson - Legends	Deficit	(\$210,762)	(\$200,000)	(\$10,762)	(\$200,000)
KASC Events	Deficit	(\$14,047)	(\$65,000)	\$50,953	(\$65,000)
Carbon Farming	Surplus	\$512,277	\$785,510	(\$273,233)	\$785,510
Cleaning Services	Deficit	(\$73,687)	(\$233,146)	\$159,460	(\$233,146)
Kowanyama Culture & Research Centre	Deficit	(\$96,089)	(\$149,731)	\$53,642	(\$149,731)
Accommodation Facilities	Surplus	\$1,072,266	\$523,284	\$548,982	\$523,284
Subtotal - Untied Funding Programs		(\$5,456,087)	(\$7,718,553)	\$2,262,466	(\$7,718,553)
Tied Funding Programs					
Neighbourhood Centre ILUA	Deficit	(\$13,450)	\$0	(\$13,450)	\$0
Future Housing Supply Strategy CHSP 2025-26 HSP1 0005	Surplus	\$112,000	\$0	\$112,000	\$0
Subtotal - Tied Funding Programs		\$98,551	\$0	\$98,551	\$0
TOTAL Office of the CEO	Deficit	(\$5,357,537)	(\$7,718,553)	\$2,361,017	(\$7,718,553)

Revenue is higher than budget for Interest Received \$210k, Accommodation Facilities \$370k and Other Income \$340k. The balance of the variance is mainly due to the expenditure being lower than budget across a number of areas including Salaries & Wages and Repairs & Maintenance in addition to lower depreciation \$1,046k.

Corporate & Financial Services					
Program		Actual YTD	Current Budget YTD	Variance to Current Budget	Full Year Current Budget
Untied Funding Programs					
Cairns Office & Finance	Deficit	(\$1,023,907)	(\$1,131,308)	\$107,401	(\$1,131,308)
Human Resources	Deficit	(\$819,840)	(\$821,071)	\$1,231	(\$821,071)
Governance	Deficit	(\$539,601)	(\$807,634)	\$268,033	(\$807,634)
Information, Communications & Technology	Deficit	(\$1,069,953)	(\$1,424,377)	\$354,424	(\$1,424,377)
Purchase Store	Deficit	(\$302,868)	(\$433,109)	\$130,241	(\$433,109)
Blue Cafe	Deficit	(\$1,171)	\$0	(\$1,171)	\$0
Kowanyama Cattle Co	Surplus	\$173,946	\$86,000	\$87,946	\$86,000
FAGS - General Purpose	Surplus	\$6,311,232	\$4,433,649	\$1,877,583	\$4,433,649
Indigenous Councils Funding Program (Icfp)	Surplus	\$3,700,595	\$3,699,590	\$1,005	\$3,699,590
Subtotal - Untied Funding Programs		\$6,428,433	\$3,601,741	\$2,826,692	\$3,601,741
Tied Funding Programs					
Cyber Security Awareness Support For Vulnerable Groups	Deficit	(\$6,005)	(\$17,000)	\$10,995	(\$17,000)
RMIT Mapping The Digital Gap	Surplus	\$22,975	\$0	\$22,975	\$0
Planning Scheme Amendments - Scheme Supply Fund 2024-26	Surplus	\$20,000	\$0	\$20,000	\$0
Subtotal - Tied Funding Programs		\$36,970	(\$17,000)	\$53,970	(\$17,000)
TOTAL Corporate & Financial Services	Surplus	\$6,465,403	\$3,584,741	\$2,880,662	\$3,584,741

The Financial Assistance Grant received is \$1,878k higher than budgeted due to early payment of the 2026/27 allocation. The balance of the variance is mainly due to vacancy savings and lower expenditure for Information Technology projects.

Year to Date June 2026 Prior to End of Year Adjustments

Net Operating Results by Program

Community Services					
Program		Actual YTD	Current Budget YTD	Variance to Current Budget	Full Year Current Budget
Untied Funding Programs					
Centrelink	Surplus	\$44,905	\$0	\$44,905	\$0
Community Bus	Deficit	(\$4,883)	(\$81,095)	\$76,212	(\$81,095)
Mp Sport & Rec Facility	Deficit	(\$110,219)	(\$143,613)	\$33,394	(\$143,613)
Post Office	Deficit	(\$177,779)	(\$208,549)	\$30,770	(\$208,549)
NAIDOC	Deficit	(\$46,492)	(\$71,000)	\$24,508	(\$71,000)
Hcp/Medicare Payments For Aged Care	Surplus	\$332,913	\$70,465	\$262,448	\$70,465
Meals On Wheels (MOW)	Deficit	(\$55,207)	\$0	(\$55,207)	\$0
Aged Care CHSP	Deficit	(\$8,881)	\$33,084	(\$41,965)	\$33,084
Aged Care Rent	Surplus	\$21,400	\$8,000	\$13,400	\$8,000
Subtotal - Untied Funding Programs		(\$4,244)	(\$392,708)	\$388,464	(\$392,708)
Tied Funding Programs					
IAS RIBS	Surplus	\$16,499	\$4,632	\$11,867	\$4,632
Dept Of Emergency Services	Deficit	(\$4,353)	(\$6,500)	\$2,147	(\$6,500)
DETE Childcare	Deficit	(\$9,525)	(\$0)	(\$9,525)	(\$0)
DETE Vacation Care	Surplus	\$0	(\$0)	\$0	(\$0)
Child Care Hub Establishment	Deficit	(\$81,695)	(\$0)	(\$81,695)	(\$0)
Get Ready Queensland	Deficit	(\$2,755)	\$0	(\$2,755)	\$0
NIAA Kowanyama Playgroup	Surplus	\$79,396	\$0	\$79,396	\$0
IAS Sport & Rec	Surplus	\$28,247	(\$0)	\$28,247	(\$0)
Deadly Active Sport & Rec Program	Surplus	\$89,223	(\$0)	\$89,223	(\$0)
Kowanyama Men's Shed Operating Grant	Surplus	\$6,081	(\$51,556)	\$57,637	(\$51,556)
Doha Njcp 279	Surplus	\$472,544	(\$74,137)	\$546,681	(\$74,137)
Support At Home Thin Markets	Surplus	\$207,630	\$0	\$207,630	\$0
Womans Shelter	Deficit	(\$75,596)	(\$0)	(\$75,596)	(\$0)
Women's Meeting Place	Deficit	(\$58,783)	(\$127,425)	\$68,641	(\$127,425)
NDIA Community Connector Services	Surplus	\$23,879	\$0	\$23,879	\$0
Community Toolbox	Deficit	(\$7,393)	(\$17,964)	\$10,571	(\$17,964)
Queensland Community Support Scheme (Qcss)	Surplus	\$10,076	(\$1)	\$10,077	(\$1)
Chde Financial Emergency Relief Program	Deficit	(\$9)	\$0	(\$9)	\$0
Community Child Care Fund Restricted Program Expansion (CCCFR)	Deficit	(\$802,281)	(\$359,020)	(\$443,261)	(\$359,020)
Chde - Disaster Emergency Relief	Surplus	\$0	\$0	\$0	\$0
Our Learning Our Way	Surplus	\$0	(\$100,000)	\$100,000	(\$100,000)
Local Decision Making Body (LDMB)	Deficit	(\$12,472)	\$0	(\$12,472)	\$0
Health & Wellbeing Planning Activities	Deficit	(\$75,315)	(\$75,000)	(\$315)	(\$75,000)
Growing Indigenous Knowledge Centre	Deficit	(\$41,780)	\$0	(\$41,780)	\$0
The Future Is In Your Hands	Deficit	(\$52,000)	(\$68,254)	\$16,254	(\$68,254)
Youth Strategy Grant	Deficit	(\$10,000)	\$0	(\$10,000)	\$0
Get Ready Kowie Kids (Frrr)	Surplus	\$25,000	\$0	\$25,000	\$0
Subtotal - Tied Funding Programs		(\$275,380)	(\$875,225)	\$599,845	(\$875,225)
TOTAL Community Services & Cultural Heritage	Deficit	(\$279,624)	(\$1,267,933)	\$988,309	(\$1,267,933)

Untied funding favourable variances arose for Centrelink and Community Bus mainly due to lower wages and Aged Care revenue received for prior financial year being \$64k higher than estimated. 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.

Year to Date June 2026 Prior to End of Year Adjustments

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
Untied Funding Programs					
Council Houses / Buildings	Deficit	(\$5,772,176)	(\$6,116,315)	\$344,139	(\$6,116,315)
Building/ Carpenters	Deficit	(\$766,458)	(\$696,599)	(\$69,859)	(\$696,599)
Electrician	Deficit	(\$131,925)	(\$303,970)	\$172,045	(\$303,970)
Essential Services	Deficit	(\$1,508,817)	(\$1,786,591)	\$277,774	(\$1,786,591)
Parks & Gardens	Deficit	(\$775,261)	(\$1,349,185)	\$573,924	(\$1,349,185)
Roads	Surplus	\$170,698	\$279,867	(\$109,169)	\$279,867
Workshop	Deficit	(\$180,775)	(\$142,000)	(\$38,775)	(\$142,000)
Swimming Pool	Deficit	(\$180,828)	(\$181,380)	\$551	(\$181,380)
Heavy Plant	Surplus	\$348,518	\$1,030,500	(\$681,982)	\$1,030,500
Road Contractors Camp	Surplus	\$86,604	(\$7,500)	\$94,104	(\$7,500)
Airport	Deficit	(\$86,096)	(\$35,139)	(\$50,957)	(\$35,139)
Batching Plant	Surplus	\$569,360	\$122,466	\$446,894	\$122,466
QBuild Upgrade Program	Surplus	\$453,067	\$611,185	(\$158,118)	\$611,185
QBuild R&M Program	Surplus	\$390,066	\$527,571	(\$137,505)	\$527,571
Subtotal - Untied Programs		(\$7,384,022)	(\$8,047,090)	\$663,068	(\$8,047,090)
Tied Funding Programs					
QRA Counter Disaster Operations (CDO)	Surplus	\$138,760	\$0	\$138,760	\$0
Enhancing Local Government Biosecurity Capacity (ELGBC)	Deficit	(\$27,392)	\$0	(\$27,392)	\$0
Qld Health Public Health	Deficit	(\$158,411)	(\$117,120)	(\$41,291)	(\$117,120)
Nest To Ocean	Surplus	\$6,149	\$0	\$6,149	\$0
Daff - Indigenous Rangers Coastal Clean Up	Deficit	(\$8,988)	\$0	(\$8,988)	\$0
Gulf Savannah NRM - Weed Management & Monitoring	Surplus	\$20,000	\$0	\$20,000	\$0
Indigenous Rangers	Surplus	\$189,570	(\$64,713)	\$254,283	(\$64,713)
Land & Sea Women Rangers Program	Surplus	\$56,549	(\$202,419)	\$258,969	(\$202,419)
Subtotal - Tied Funding Programs		\$216,238	(\$384,253)	\$600,491	(\$384,253)
TOTAL Road, Infrastructure & Essential Services	Deficit	(\$7,167,785)	(\$8,431,343)	\$1,263,559	(\$8,431,343)

Untied funding unfavourable variances arose for Heavy Plant (\$675k) mainly due to lower recoveries than budgeted QBuild programs (\$296k) mainly due to lower volumes of work completed to date and timing of upgrades. These are partially offset by favourable variances for Council Houses & Buildings \$344k which is due to a favourable variance of \$556k for depreciation partially offset by higher contractor costs, Essential Services \$278k due to lower depreciation, and Parks & Gardens \$574k and Electrician \$172k mainly due to lower wages. In addition a favourable variance arose for the Batching Plant \$447k due to higher volumes of concrete batched. 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.

TOTAL NET OPERATING RESULT	Deficit	(\$6,339,543)	(\$13,833,089)	\$7,493,546	(\$13,833,089)
Capital	Deficit	(\$6,340,965)	(\$2,214,500)	(\$4,126,465)	(\$2,214,500)
TOTAL NET CAPITAL RESULT	Deficit	(\$6,340,965)	(\$2,214,500)	(\$4,126,465)	(\$2,214,500)
TOTAL NET RESULT	Deficit	(\$12,680,507)	(\$16,047,589)	\$3,367,081	(\$16,047,589)

CAPITAL PROJECTS SCHEDULE as at 30/06/2026 prior to End of Year Adjustments													
Project	PROJECT BUDGET				GRANT FUNDING			EXPENDITURE			Total project expenditure including commitments to 30/06/2026	Remaining Budget available as at 30/06/2026	
	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			
	a	b	c	d = (a + b + c)	e	f	g = (a + b - e - f)	h	i	j	k = (h + i + j)	l = (d - k)	
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	2,139,522	0	
Remote Housing Program - round 2	4,515,679	0	0	4,515,679	4,064,111	0	451,568	3,793,099	34,664	8,138	3,835,901	679,778	
Subdivision Stage 1B	3,051,953	0	0	3,051,953	2,746,758	0	305,195	2,855,936	516,122	0	3,372,059	(320,105)	
Women's Meeting Place Stage 1	313,000	0	0	313,000	313,000	0	0	284,865	0	0	284,865	28,135	
Cultural Collection / Cyclone Vault	100,000	0	0	100,000	100,540	0	(540)	61,041	36,888	0	97,929	2,071	
Workers Camp Feasibility Study	50,000	0	0	50,000	50,000	0	0	40,879	10,000	0	50,879	(879)	
Kowanyama Hub Project	55,000	0	5,400	60,400	55,000	0	0	48,376	0	0	48,376	12,024	
Multi Purpose Centre and Pool and Recreation Area Upgrades (MIFF)	415,000	0	0	415,000	207,000	0	207,500	0	0	0	207,500	0	
Indigenous Knowledge Centre Establishment	60,000	0	0	60,000	60,000	0	0	77,280	0	0	77,280	(17,280)	
W4Q 24-27 Kasc Welcome Sign	95,000	0	0	95,000	47,500	0	47,500	55,737	0	0	55,737	39,264	
W4Q 24-27 Cyclone Resilient Museum Vault	465,000	0	0	465,000	232,500	0	232,500	0	0	0	232,500	232,500	
W4Q 24-27 Kasc Administration Building Upgrades	1,500,000	0	0	1,500,000	750,000	0	750,000	75,895	1,674,614	0	1,750,509	(250,509)	
W4Q 24-27 Kasc Staff Housing Upgrades	500,000	0	0	500,000	250,000	0	250,000	0	188,557	290,142	438,699	61,301	
Remote Airstrip Upgrade Program (RAUP) Round 10	1,443,440	0	0	1,443,440	0	962,294	481,146	254,949	1,229,585	2,880	1,487,414	(43,974)	
Five, Four Bed Detached Houses On Lot 81 (Schedule 2)	3,666,562	0	0	3,666,562	1,099,969	0	2,566,593	0	171,879	694,141	866,020	2,800,542	
Four, Four Bed & 1 Six Bed Detached Houses On Lot 81 (Schedule 3)	4,147,584	0	0	4,147,584	1,244,275	0	2,903,309	0	0	0	2,903,309	1,244,275	
Three, Four Bed & Two, Five Bed Detached Houses On Lot 81 (Schedule 4)	4,147,264	0	0	4,147,264	1,244,179	0	2,903,085	0	0	0	2,903,085	1,244,179	
Three, Four Bed & Two, Five Bed Detached Houses On Lot 81 (Schedule 5)	3,371,655	0	0	3,371,655	1,011,497	0	2,360,158	0	0	0	2,360,158	1,011,497	
Extensions To Four Detached Houses (Schedule 6)	3,000,000	0	0	3,000,000	0	900,000	2,100,000	0	0	0	2,100,000	900,000	
People Orientated Design costs re new housing	1,069,122	0	0	1,069,122	320,737	0	748,385	0	251,834	136,718	388,552	(388,552)	
Kowanyama Staff Housing Upgrades Lgpp 2024-28	7,950,275	0	0	7,950,275	2,385,083	865,720	4,699,472	0	536,689	617,521	1,154,210	6,796,065	
Aerodrome Rehabilitation Upgrade KASC.0073.2425	8,203,500	911,500	0	9,115,000	0	2,461,050	5,742,450	0	110,328	513,342	6,264,820	2,850,180	
Indigenous Cape Communities Economic Development Fund	140,531	0	0	140,531	0	140,531	0	0	0	0	140,531	0	
Women's Shelter Renewal	50,000	0	0	50,000	0	50,000	0	0	0	50,000	50,000	0	
Qra Concrete And Stormwater Structures Kasc.0080.2425L Rec	1,185,540	0	0	1,185,540	0	1,483,321	(297,681)	0	70,298	0	70,298	1,115,242	
QRA REPA KASC.0032 Town Sts	3,730,478	0	0	3,730,478	1,119,144	2,238,287	373,048	1,266,735	3,072,705	0	4,339,440	(608,961)	
Magnificent Creek Bank Fortification Kasc.0036.2122	492,788	0	0	492,788	147,836	176,460	168,492	64,189	294,018	98,268	456,474	36,313	
Magnificent Creek Bank Fortification section 1 KASC.0033.2122	1,243,444	0	0	1,243,444	373,033	746,066	124,344	16,478	1,226,966	0	1,243,444	0	
Flood Mitigation Catchment A Swale Drain KASC.0034.2122	521,778	0	0	521,778	156,533	(139,091)	504,336	10,900	1,959,669	0	30,569	491,209	
Magnificent Creek Bank Fortification section 2 KASC.0035.2122	779,663	0	0	779,663	233,863	0	545,764	28,400	527,277	105,220	635,897	123,766	
Flood Risk Management Program (Frmp)	690,000	0	0	690,000	0	0	690,000	2,031	(2,031)	0	0	690,000	
Qra Kasc.0037.2122D Rec	1,173,352	0	0	1,173,352	280,175	0	893,177	280,175	0	0	280,175	893,177	
Qra Kasc.0038.2122 Town Sts	1,224,676	0	0	1,224,676	651,007	451,201	122,468	651,007	1,317,247	0	1,968,254	743,578	
DRFA Flood Risk Management Program KASC.0042.2122	166,750	0	0	166,750	0	0	166,750	74,453	53,900	38,399	156,752	10,000	
QRA REPA Rural Kasc.0041.2223	7,565,188	0	0	7,565,188	6,900,421	127,500	542,178	7,199,221	0	0	7,199,221	365,967	
DRFA REPA KASC.0045.2223	4,233,936	0	0	4,233,936	1,300,437	0	2,933,499	1,113,740	0	0	1,113,740	3,120,196	
DRFA REPA KASC.0044.2223	805,435	0	0	805,435	382,033	362,313	61,090	725,707	455,189	0	1,180,896	(375,461)	
DRFA REPA Town Sts Kasc.0043.2223	1,607,539	0	0	1,607,539	594,884	1,189,768	(177,113)	766,367	2,306,999	0	3,073,366	(1,465,827)	
Topsy Road Concrete Causeways	500,000	0	0	500,000	200,000	300,000	0	43,500	494,346	0	537,846	(17,846)	
DRFA REPA & Betterment Kowanyama St KASC.0047.2223	1,895,060	0	0	1,895,060	568,518	998,536	328,006	138,500	1,736,989	0	1,875,489	19,571	
DRFA REPA & Betterment Carrington St KASC.0048.2223	1,522,634	0	0	1,522,634	456,790	913,800	152,263	121,400	1,638,203	0	1,759,603	(236,969)	
QRA REPA Topsy Rd KASC.0051.2324	10,650,318	0	0	10,650,318	3,471,867	1,007,999	6,170,452	3,580,239	1,239,538	0	4,819,777	5,830,541	
QRA REPA Landing Rd KASC.0052.2324	5,989,012	0	0	5,989,012	1,796,704	2,998,420	1,193,879	444,720	59,141	0	4,795,133	1,193,879	
QRA REPA Poppuraw Rd KASC.0053.2324	14,459,467	0	0	14,459,467	4,337,840	920,169	9,201,458	2,903,270	3,255,772	0	6,159,042	8,300,425	
QRA REPA South Mitchell Rd KASC.0054.2324	2,544,931	0	0	2,544,931	1,152,182	875,603	517,146	196,512	2,645,657	0	2,842,169	(297,238)	
QRA REPA Kowanyam Rd KASC.0055.2324	2,611,093	0	0	2,611,093	1,441,807	2,396,633	(1,227,347)	157,698	3,864,236	0	4,021,934	(1,410,841)	
QRA Accessible Roads	0	0	0	0	0	0	0	34,521	0	0	34,521	(34,521)	
REPA Poppuraw Road (Mitchell River - Alice River) KASC.0056.2324	8,428,476	0	0	8,428,476	2,528,543	4,530,265	1,369,728	1,002,675	6,472,366	0	7,475,041	953,435	
REPA Poppuraw Road (Alice River - Coleman River) KASC.0057.2324	15,906,735	0	0	15,906,735	5,859,656	2,579,695	7,467,384	502,509	8,758,535	0	9,262,044	6,644,691	
QRA Emergent Works FY25	714,484	0	0	714,484	0	707,750	6,734	198,004	516,480	0	714,484	0	
QRA REPA Farm Access Rd KASC.0060.2324	280,874	0	0	280,874	84,262	72,696	123,916	12,281	144,678	0	156,958	123,916	
QRA REPA South Mitchell Rd (Second Half) KASC.0061.2324	2,171,086	0	0	2,171,086	0	0	2,171,086	53,757	1,340,142	0	1,393,899	777,188	
QRA REPA Sewer Treatment Plant Rd KASC.0062.2324	329,954	0	0	329,954	0	0	329,954	12,281	115,707	0	127,987	201,966	
QRA REPA Inarijamb Rd KASC.0063.2324	323,814	0	0	323,814	0	0	323,814	16,791	33,694	0	50,485	273,329	
QRA REPA Minthajm St KASC.0064.2324	46,451	0	0	46,451	13,935	13,428	19,088	16,791	10,572	0	27,363	19,088	
QRA REPA Frmp Wp3 Round 2 KASC.0067.2122	690,000	0	0	690,000	207,000	337,493	145,507	0	690,000	0	690,000	0	
QRA REPA Sealed Rds KASC.0068.2324	951,773	0	0	951,773	285,532	391,396	274,845	118,804	1,333,854	0	1,452,658	(500,885)	
QRA REPA South Mitchell Road - Second Half KASC.0069.2324	1,109,882	0	0	1,109,882	500,326	743,899	(134,543)	17,183	0	0	17,183	1,092,699	
QRA REPA Sewer Treatment Plant Road KASC.0070.2324	225,179	0	0	225,179	67,554	60,433	97,192	0	0	0	0	225,179	
QRA REPA Inarijamb Road KASC.0071.2324	14,703	0	0	14,703	9,382	3,851	1,470	0	0	0	0	14,703	
QRA 23-24 Betterment Sealed Roads KASC.0072.2324	1,299,132	0	0	1,299,132	0	1,169,218	129,913	0	1,299,132	0	1,299,132	0	
DRFA Sealed Roads 2024 - 25 KASC.0077.2425	845,542	0	0	845,542	0	759,351	86,192	0	1,443,914	0	1,443,914	(598,371)	
DRFA REPA Unsealed Roads 2024 - 25 KASC.0074.2425	988,422	0	0	988,422	0	719,536	268,884	0	964,696	0	964,696	23,726	
DRFA REPA Unsealed Roads 2024 - 25 KASC.0076.2425	3,560,094	0	0	3,560,094	0	3,204,085	356,009	0	3,506,560	0	3,506,560	53,534	
Qra Emergency Works FY26	0	0	0	0	0	0	0	0	770,225	0	770,225	(770,225)	
Unsealed Roads Sp A Repa2526	0	0	0	0	0	0	0	0	120,342	0	120,342	(120,342)	
Unsealed Roads Sp B Repa2526	0	0	0	0	0	0	0	0	59,141	0	59,141	(59,141)	
Sealed Roads Repa2526	0	0	0	0	0	0	0	0	84,735	0	84,735	(84,735)	
Qra Concrete And Stormwater Structures 2526	0	0	0	0	0	0	0	0	10,426	0	10,426	(10,426)	
Qra Emergent Works 2024 Kasc.0066.2324	0	0	0	0	0	0	0	0	0	0	0	0	
R2R - LRCP Phase 4	247,858	0	8,985	256,843	148,944	98,914	0	256,338	595	0	256,843	(595)	
R2R - 2025/26 Works	251,890	0	0	251,890	0	0	251,890	0	200,745	0	200,745	51,145	
TIDS ATSI 2023/24	363,680	(96,180)	0	267,500	267,500	0	0	203,500	64,000	0	267,500	0	
TIDS ATSI 2024/25	363,680	96,180	0	459,860	429,421	0	30,439	429,421	0	0	429,421	30,439	
TIDS ATSI 2025/26	363,680	0	0	363,680	0	463,680	(100,000)	0	463,680	0	463,680	(100,000)	
Network Hardware Refresh	0	0	60,000	60,000	0	0	0	0	0	0	0	60,000	
Sharpoint eDRMS	0	0	100,000	100,000	0	0	0	0	0	0	0	100,000	
CCTV Migration	0	0	100,000	100,000	0	0	0	0	0	0	0	100,000	
Asset Management Reserve - Renewals program	0	0	1,594,237	1,594,237	0	0	0	263,155	428,430	143,994	835,579	758,658	
Fleet Renewals FY26	0	0	760,000	760,000	0	0	0	736,279	3,718	0	739,998	20,002	
Fibre Upgrade - Store to Council Admin	0	0	200,000	200,000	0	0	0	0	0	0	0	200,000	
Electronic Access Control (Door Locks)	0	0	100,000	100,000	0	0	0	0	48,411	44,800	93,211	6,789	
Fleet Management System	0	0	140,000	140,000	0	0	0	0	156,065	0	156,065	(16,065)	
Electronic Key Locking Cabinet	0	0	50,000	5									



Statement of Financial Position

Year to Date June 2026

Current Assets

Cash At Bank & Onhand	25,906,778
Self Insurance Reserve	- 71,667
Trade & Other Receivables	2,195,961
Provision For Doubtful Debts	- 78,119
Inventories	947,018
GST Receivable	75,382
Accrued Income / Payments in advance	709,626
TOTAL CURRENT ASSETS	29,684,980

Non-Current Assets

Finance Leases	7,467,754
Prepaid Pastoral Leases	147,558
Security Deposits	17,500
<i>Property, Plant & Equipment (at written down value)</i>	
Buildings	32,570,128
Residential Housing	49,162,801
Plant & Equipment	697,293
Motor Vehicles	2,822,960
Furniture & Fittings	0
Roads, drainage, culverts	62,133,353
Water	7,106,915
Sewerage	9,912,013
Other Infrastructure	9,816,820
Works in Progress	74,782,604
Right of Use Asset	503,231
TOTAL NON-CURRENT ASSETS	257,140,930

TOTAL ASSETS

Prior to end of year adjustments

25/26

Current Liabilities

Trade Creditors	- 2,356,174
Accrued Expenses	- 599,443
Income Received in Advance	
Payroll & Other Creditors	- 2,250
Loan Liability	- 152,714
Provisions	- 782,479
Contract & Lease Liabilities	- 89,432
TOTAL CURRENT LIAB	- 3,982,492

Non-Current Liabilities

Loan Liability	- 656,281
Provisions	- 2,620,498
Lease Liability	- 461,017
TOTAL NC LIABILITIES	- 3,737,796
TOTAL LIABILITIES	- 7,720,288

TOTAL NET ASSETS 279,105,621

Equity

Asset Revaluation Reserve	116,237,018
Retained Earnings	162,868,603
TOTAL EQUITY	279,105,621

Cash Position

Total Cash At Bank & Onhand	\$ 25,906,778
Tied Funds - Quarantined Operating	\$ 2,281,453
Tied Funds - Quarantined Capital	-\$ 4,049,969
Tied Funds - Self-Insurance Reserve	\$ 2,500,000
Operating Funds remaining	\$ 25,175,294

Financial Sustainability Goal - 6 Months

Months

Number of months covered - Statements	9.80
Number of months covered - Capital Grants Awaiting	11.68

Estimated Monthly Expenditure

Payroll - Budget	\$1,104,025
Materials and Services - Prior Year Actuals	\$1,051,213
Total per month	\$2,155,238

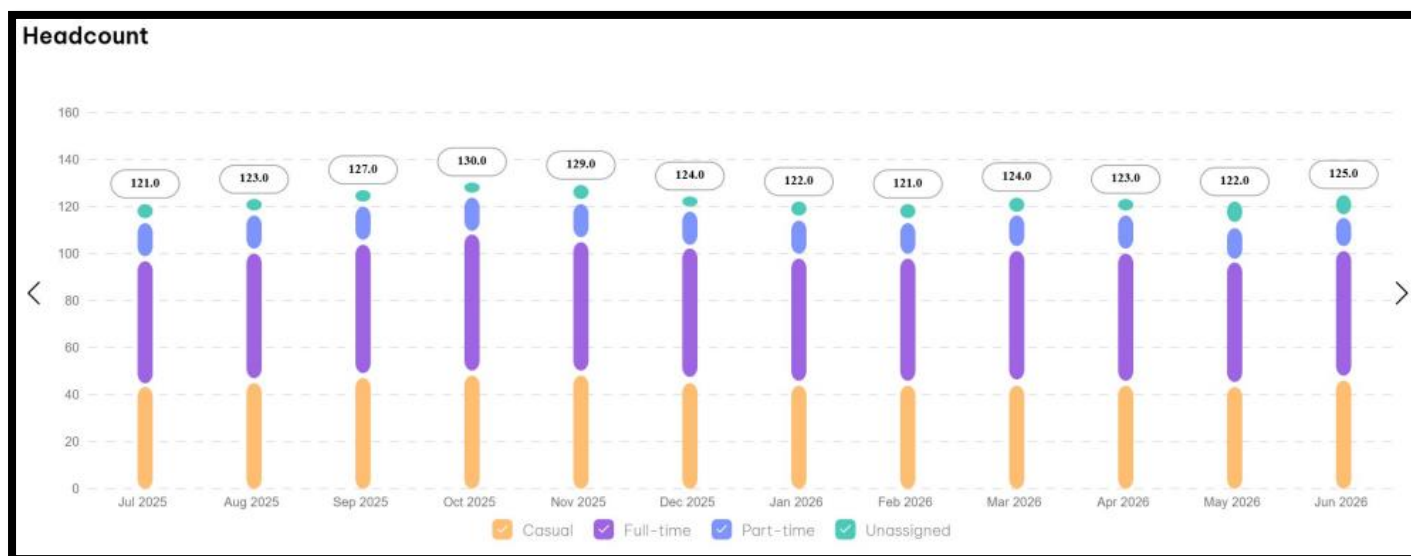
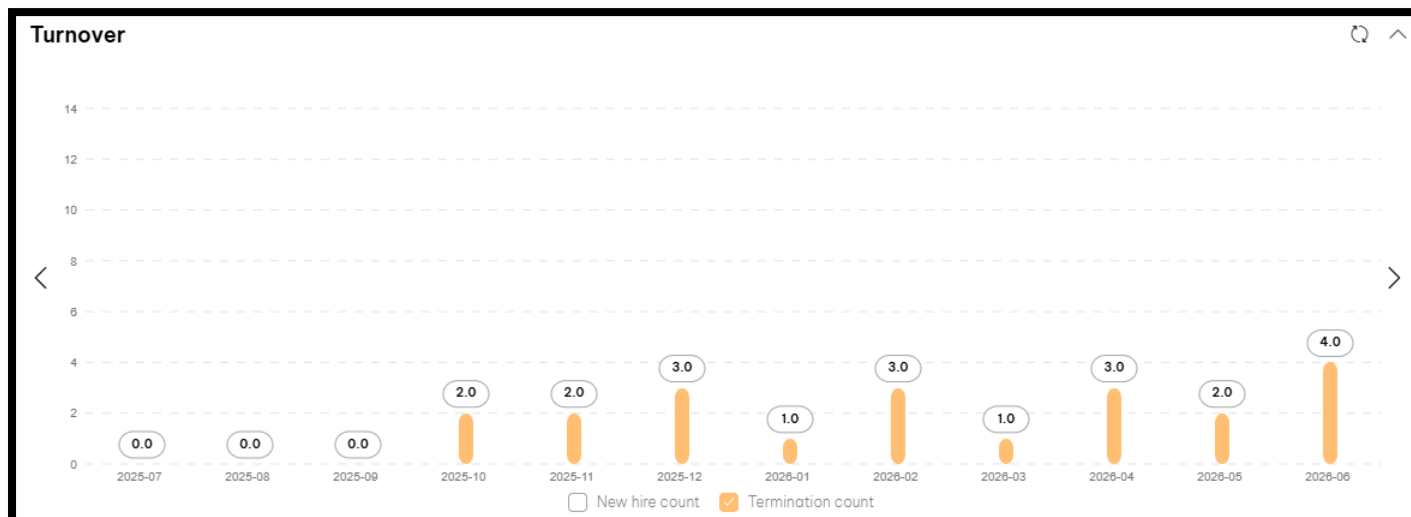
Ageing	Trade Debtors & Other Receivables	Trade Creditors (Payables)
Current	\$ 1,625,990	\$ 1,697,593
30 Days	\$ 348,151	\$ 655,516
60 Days	\$ 45,083	\$ 2,288
90+ Days	\$ 176,737	\$ 777
Total	\$ 2,195,961	\$ 2,356,174

4.3.1.c – Information Report

Title: HR Monthly Information Report

Author: A/Manager Human Resources

Meeting Date: 28 July 2026



Recruitment

Position Title	Recruitment Process Stage
Executive Manager Roads, Infrastructure and Essential Services	Recruiting – Active recruitment campaign being managed by Peak Services – Interviews held in July with a decision pending.
Administration Officer Traineeship	On Hold – Applicants received however unable to make contact. Once EMRIES role recruited look to readvertise.

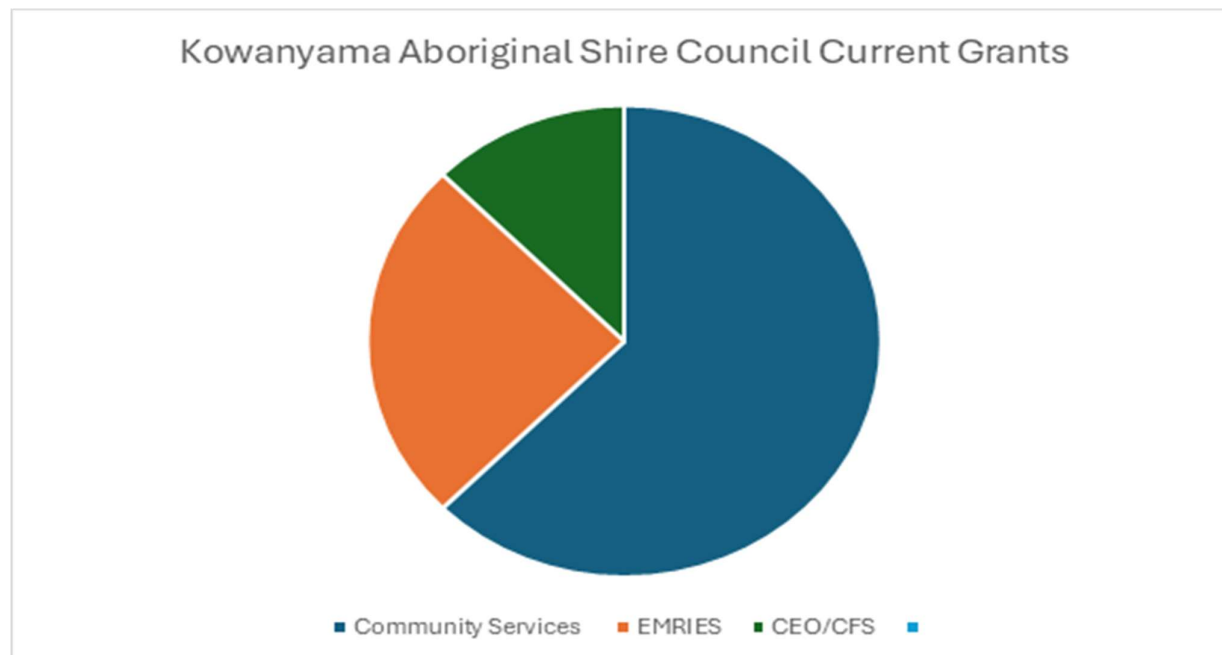
Early Years Place Coordinator	On Hold – No suitable applicants received. EMCS reviewing role
Aged Care Support Worker	Recruiting – Multiple roles being recruited. One applicant received.
Radio Announcer	On Hold – No suitable applicants received. To be reviewed upon the commencement of EMCS
Ranger Coordinator	On Hold – Await structure review – Advertising in July
Station Hands Officer	On hold – Interviews conducted, RISE working with applicant to obtain personal documents for Criminal History Check. Reminded RISE to check in on applicants.
Manager Community Services and Events	On Hold – No suitable housing options available. Looking into hybrid FIFO model – Advertising July.
Manager Child & Youth Engagement	On Hold – No suitable housing options available. Looking into hybrid FIFO model – Advertising July.
Grounds Person	2 Applicants Recruited in June
Centrelink Officer	Recruiting – Interviews to be conducted however was being held off due to the Service Provider (Centrelink) IT equipment failures. EMCS to follow up.
Ranger (Male)	Recruiting – Awaiting Criminal History Check
Ranger (Female)	Recruited – Started in June
Manager Town Services	Recruiting – Closing date extended to mid-may. No suitable candidates – awaiting direction from EMRIES.
Cleaner	Recruiting – Interviews to be conducted. 1 x applicant successful – waiting Criminal History Check.

Current Workers Compensation Claims

- NIL

4.3.1.d – Information Report

Title:	Grants and Funding Update
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	28 July 2026

Total Number of Grants (excluding roads and infrastructure) as 30 June 2026:**Total Number of Current Grants by Business Unit:**

- Community Services: 20
- EMRIES (excluding roads and infrastructure): 8
- CEO/CFS: 4

Grant(s) ceased on 30 June and pending new contracts.

Project Title	Amount \$	Description	RAG	Comment
Deadly Active Sports Program	\$609,365	Deliver community identified physical activities and run the multi-purpose centre. Staffing: 0.5 FTE		A new Sports Strategy is yet to be released. A new contract is expected
Men's Shed operating grant	\$184,000	Management, operation & maintenance of the Men's Shed.		Contract ceased. Seeking new funding opportunities.
National Agent Access Points	\$107,665	Centrelink services.		KASC in discussion with Services Australia.

New grants received (March to June 2026) including Deeds of Variation(s):

Project Title	Description	Contract Start Date	Contract End Date	Value
Freehold weed management and monitoring	Weed surveillance and control program.	25/05/2026	30/06/2028	\$247,000
Support at home thin markets	Support service delivery for Support at Home program.	18/05/2026	18/05/2027	\$207,630
Indigenous Cape Communities Economic Development Fund	Provide local economic developments, workforce, infrastructure, cultural initiatives.	20/05/2026	30/06/2027	\$140,531
Referral linking grant	Embedding learnings from the Queensland Community Support Scheme.	01/05/2026	30/06/2027	\$2,671
Statewide Capability Fund	Works on Kowanyama Street	14/04/2026	30/06/2026	\$100,000
Environment Health	Monitoring and surveillance of public and environmental health hazards and risks.	01/07/2022	30/06/2033	\$1,497,812
Indigenous Employment Initiative	Create employment opportunities and provide culturally appropriate aged care services.	01/07/2026	30/06/2029	\$1,855,523
NAIDOC	NAIDOC celebrations 2026	01/07/2026	30/06/2027	\$9,200
SES Support Grant 2026-2027	Upgrade the existing SES facility.	01/07/2026	30/06/2027	\$147,200
Addendum: Indigenous Knowledge Centre	Digital ideas catalogue.	01/07/2026	30/09/2026	\$15,700
Enhancing Victim Survivor Experience	2026 enhancing domestic violence survivor experience.	01/07/2026	30/05/2027	\$8,000
Kowanyama Women's Shelter	Repair and improvement including flooring.	15/05/2026	31/05/2027	\$50,000
Kowanyama Early Years Place	Monkar Child Care	01/07/2026	30/06/2029	\$555,612
Emergency Relief	Supporting financial assistance.	01/07/2026	30/12/2030	\$45,000
Wetlands and Marine Turtle Protection	Aerial pig culls to improve condition of surrounding wetlands.	01/07/2026	30/06/2028	\$110,000
Get Ready QLD	Increase disaster preparedness.	01/07/2026	30/06/2027	\$6,780
Total New Grants (May to June)				\$4,998,659

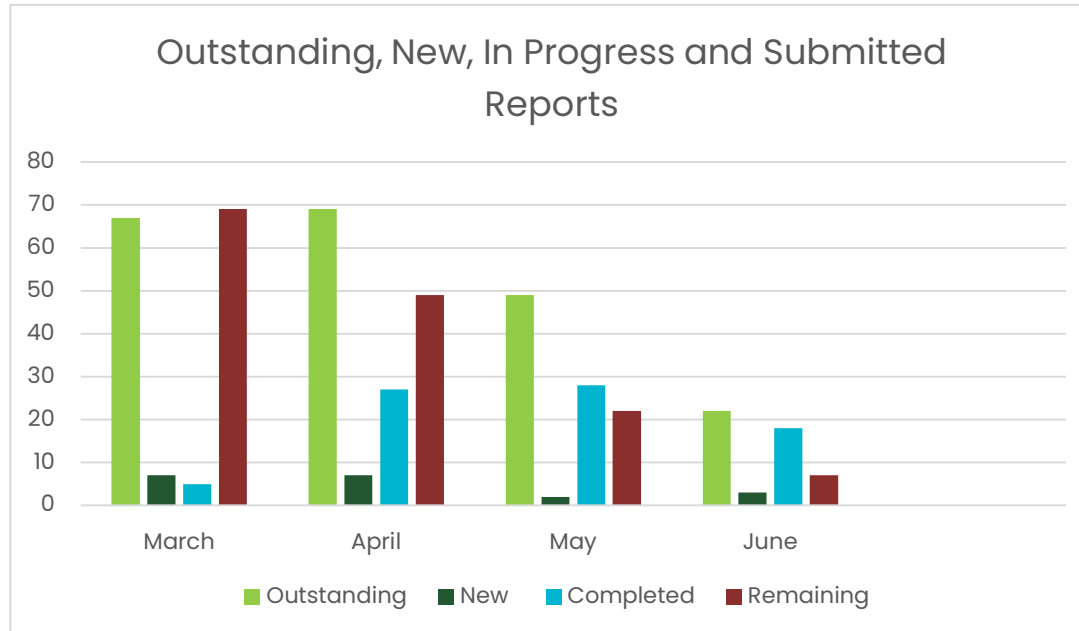
Funding applications submitted as at 30 June 2026:

Project Title	Description	Value
Containers for Change	Recycling planning project.	\$155,120
Kowanyama Security Upgrades	Implement and maintain expanded CCTV platform.	\$382,822 – Successful*
Resource Recovery Boost Fund	Build/upgrade waste and recycling infrastructure.	\$155,120 – Unsuccessful
Fighting Illegal Dumping Partnership Program	Employ 1 FTE illegal dumping compliance officer.	\$284,000
Closing the Gap Priorities Fund	Women's Shelter upgrade Accommodation Precinct	\$4,437,146 \$12,019,800
Disaster Ready Fund Round 4	4 x flood monitoring cameras	\$763,358

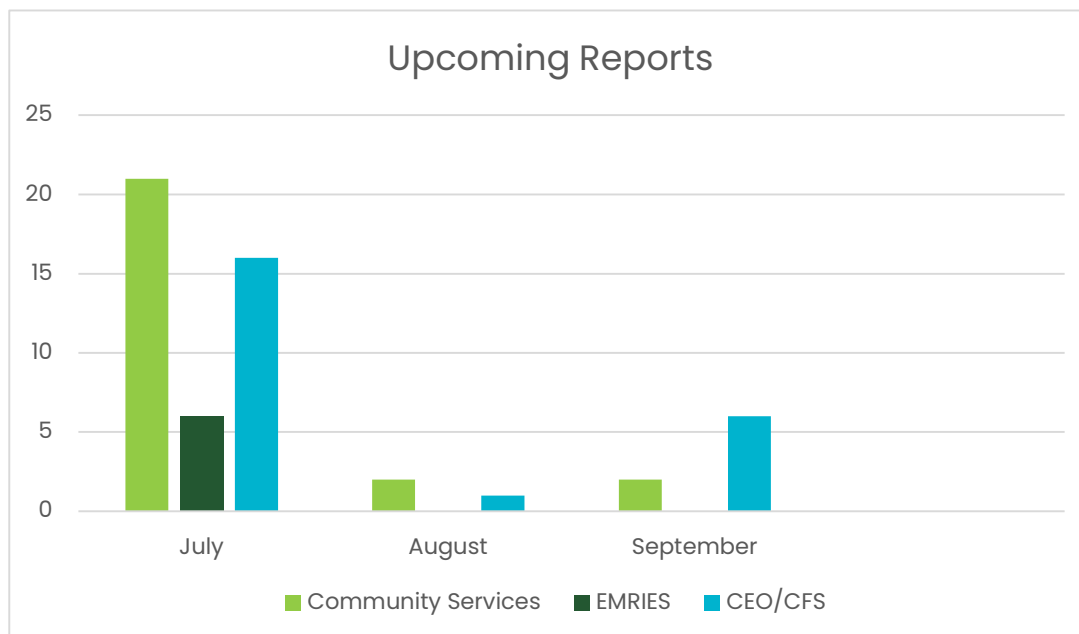
*Contract pending.

Underspend business case submitted as at 30 June 2026:

Project Title	Value	Comment
Kowanyama Indigenous Rangers Program	\$161,786	Not Approved. To be off set against future payments.
Women's Shelter	\$83,848	Not Approved. To be off set against future payments.
Women's Wellness	\$70,643	Under consideration by Department.

Reporting – Community Services, EMRIES (excluding roads and infrastructure) and Corporate Projects**Table 1: Outstanding, new, in progress and submitted reports (March to June 2026)**

- March: 67 outstanding reports, 7 new, 5 completed and 69 remain outstanding.
- April: 69 outstanding reports, 7 new, 27 completed and 49 remain outstanding.
- May: 49 outstanding reports, 2 new, 28 completed and 22 remain outstanding.
- June: 22 outstanding reports, 3 new, 18 completed and 7 remain outstanding.

Table 2: Upcoming reports (July to September 2026)

The reporting schedule over this three-month period shows a fluctuation in workload, with a total of **43** reports due in July, compared to **3** in August and **8** in September.

- **July** is the busiest reporting month, driven by:
 - A concentration of progress reports covering the January to June period.
 - Financial reporting requirements, associated with end of financial year obligations.
 - Establishing 2026–2027 Activity Work Plans and Budgets for relevant projects.
- **August** sees a significant decrease in reporting activity with 3 reports due.
- **September**, shows a moderate increase to 8 reports, primarily reflecting ongoing financial reporting cycles following the end of financial year.

4.3.2.a – Agenda Report

Title:	KASC-2026-050 Cattle Muster Tender
Author:	A /Manager Governance
Meeting Date:	28 July 2026

Resolution: That Council resolve to award contract KASC-2026-050 Kowanyama Cattle Muster to Bull Mad Pty Ltd ACN 697 331 543 for a term of 2 seasons (2026 and 2027 calendar years) and give delegation to the Chief Executive Officer to enter into the contract and pay all invoices, as and when due.

Summary:

Council undertook a public tender process seeking submissions from suitably experienced tenderers to provide cattle muster services across the 2026 and 2027 calendar seasons, to support compliance with the destocking notice applying to Aboriginal Land.

The tender opened on 10 June 2026 and closed on 1 July 2026. It was advertised through Council's Facebook page and website, as well as in the Cairns Post and Cape York Weekly.

Details of the tender process is summarised below.

Principal:	Kowanyama Aboriginal Shire Council		
Project Name:	KOWANYAMA MUSTER 2026 – 2027 (KASC-2026-050)		
Scope:	To perform muster services in Kowanyama, including the catch and transport cattle from the Land to sale, as directed by the Principal and its nominated Sales Agent.		
Site:	Aboriginal Land – Lots 19 and 53 comprising PIC QBCP0029		
Proposed timetable:	Action	Proposed Date	
	Tender due	4:00PM 1 st July 2026	
	Contract announced	July 2026	
	Contractor Mobilisation to Kowanyama	July / August 2026	
Communication method:	☒ Email: tenders@kowanyama.qld.gov.au		
Communication closing time:	Two (2) calendar days prior to the Tender Close, as amended.		
Evaluation criteria:	Requirement	Criteria	Weighting (%)
	This response is to be accompanied by a cover letter responding to each evaluation criteria.	1. Price See Pricing Methodology Guidance below	40%

	2. Experience and Methodology a. <i>Detailed proposal/ program of method to be used, contractors to be engaged (eg. helicopters/ transport etc), preferred sales method (eg. mareeba salesyard/ private meatworks sale), animal welfare commitments, and WHS commitments and systems etc.</i> b. <i>Demonstrated experience as lead musterer of greater than 10+ years on large muster projects (>\$1M revenue per season).</i> c. <i>Estimates of expected cattle yield and sales for 2024 and 2025.</i> d. <i>Connection to Kowanyama Country and its people.</i> e. <i>Financial acumen in running a successful and resilient business in a highly-fluctuating market.</i>	40%
	3. Indigenous Employment Business Plan (IEBP) <i>The tenderer must specify expected Indigenous expenditure (including Indigenous employment hours and Indigenous Goods and Service provision).</i> <i>Tenderers should addition make clear commitments to supporting annual local events.</i>	20%

At the close of the tender period, Council received **eleven (11)** submissions:

- Alex Stringer
- Barret Agri
- Bull Mad Pty
- Chaise Contracting and Rural Service
- Dustin Adams
- Elmy Contracting
- H Lane Contracting
- Hancock Contracting
- Hawkeye Helicopters
- Kowanyama Hire
- Wap Grazing Pty Ltd

The submissions were compiled and prepared by Danae Maltby, Governance Officer, and provided to Panel Members by email via a secure SharePoint link on Thursday, 2 July 2026.

The Panel Members were:

- Dr Chris McLaughlin – External member (CHAIR/ Lawyer/ Governance)
- Joe Cristaldi – Internal member (Executive Manager Corporate and Financial Services)
- Alan Pedersen – External member (Cattle Industry)
- Craig Young – External member (Cattle Industry)

A Panel Moderation meeting was held via Teams on Tuesday, 21 July 2026 at 10:00am.

Consolidated scoring is provided in the below table (scoring out of 100):

Tenderer	Craig	Alan	Joe	Chris	AVG
Bull Mad	90	90	82	82	86
Hancock Contracting	80	78	84	80	80.5
Barret Agri	86	80	72	76	78.5
H Lane Contracting	60	68	58	56	60.5
Chaise Contracting and Rural Service	60	58	60	58	59
Elmy Contracting	50	70	58	58	59
Hawkeye Helicopters	70	64	52	50	59
Kowanyama Hire	60	58	52	56	56.5
Dustin Adams	40	64	58	54	54
WAP Grazing Pty Ltd	40	52	44	56	48
Alex Stringer	20	10	6	6	10.5

All panel members have signed the Probity and Evaluation Plan for this tender. No Conflicts of Interest were recorded.

The panel considered the preferred tender to be superior to the others because it:

- Favourable pricing to Council;
- Realistic annual yield;
- Leveraged maximum local Indigenous employment;
- Leverages continuity during strong market conditions;
- Demonstrated superior experience on the lands in question
- Demonstrated superior community engagement capability
- Demonstrated excellent animal welfare and WHS practices
- Demonstrated superior understanding of the local beef market and supply chains.

Resolution: That Council resolve to award contract KASC-2026-050 Kowanyama Cattle Muster to Bull Mad Pty Ltd ACN 697 331 543 for a term of 2 seasons (2026 and 2027 calendar years) and give delegation to the Chief Executive Officer to enter into the contract and pay all invoices, as and when due.

4.3.2.b – Agenda Report

Title:	Policy and Procedure
Author:	Governance Officer
Meeting Date:	28 July 2026

Resolution:

That Council adopts the:

- KASC-STAT-044 Child Safe Code of Conduct

That Council adopts the:

- KASC-STAT-047 Child Safe Reporting Policy

That Council adopts the:

- KASC-STAT-048 Child Safety and Wellbeing Policy

That Council adopts the:

- KASC-STAT-049 Supervision and Duty of Care Child Safe Policy

Summary:

The Child Safe Organisations Act 2024 (Qld) (the Act) represents a significant legislative reform aimed at strengthening child protection across all organisations that work with or provide services or spaces for children. It establishes both a Child Safe Standards Scheme and a Reportable Conduct Scheme, giving effect to recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse.

The Act applies to any organisation that engages with children or provides environments specifically intended for them. The Act is being implemented in a phased rollout from 1 October 2025, with regulatory oversight provided by the Queensland Family and Child Commission (QFCC). Local government compliance to the Child Safe Standards and the Universal Principle was due **1 October 2025**.

NWQROC Executive, led by Josh Dyke, facilitated a regional, multi-council procurement to engage an external consultant to deliver the project scope, comprising: (1) Child Safe Standards and (2) the Reportable Conduct Scheme. Child Safe Australia was awarded as the preferred supplier.

Since initial engagement Child Safe have completed:

- Core Child Safe policy framework
- Child Safe Level 3 training

The accompanying implementation guidance makes clear that policy approval alone does not meet compliance obligations. Councils are required to demonstrate that child safe policies are actively implemented, understood, embedded in practice and monitored, with a clear evidence base to support due diligence. Failure to implement the framework effectively exposes Council to legal, safety, governance and reputational risks, particularly given the breadth of settings in which child safety obligations arise.

The Child Safe Policy suite is classified as a compliance-critical framework. As such, it must be treated as an organisational change and implementation process, rather than a documentation exercise.

Council's Child Safe Framework comprises of:

- Child Safe Code of Conduct
- Child Safe Safety Risk Framework (including Risk Register)
- Council's Child Safety and Wellbeing Statement of Commitment
- Child Safe Complaints Procedure
- Child Safe Reporting Policy
- Child Safety and Wellbeing Policy
- Supervision and Duty of Care Child Safe Policy, and associated procedure
- Implementation plan

The Child Safe Framework was submitted to Executive Management Team (EMT) and endorsed for Council submission on 20 July 2026.

This report seeks a Council resolution for the key policies within the Child Safe Framework, with the remaining documents to be endorsed by the Executive Management Team (EMT).

Attachment: KASC-STAT-044 Child Safe Code of Conduct





Kowanyama Aboriginal Shire Council

Child Safe Code of Conduct

Date effective: 28 July 2026

Version control

Policy number: KASC-STAT-044		
Version	Approved by	Approved date
1	Kowanyama Aboriginal Shire Council	28 July 2026
2		
3		

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Overview

Code of Conduct statement

Kowanyama Aboriginal Shire Council conducts its business with integrity, honesty and fairness and strives to comply with all relevant laws, regulations, codes, and corporate standards.

Everyone working for Kowanyama Aboriginal Shire Council must follow the highest standards of behaviour when dealing with customers and each other. Our leaders must encourage a culture where ethical conduct is recognised, valued, and followed at all levels.

Council actively supports, encourages, and develops its Officers to work safely, be customer focused, use technology and Council assets effectively, adapt to changes and improve their own capabilities and contribution to the Communities outcomes.

Our Vision

Kowanyama – A community united.

Leaders in caring for Country and developing pathways for our future generations.

Our Values

- **Collaborative** – A Community with one voice
- **Equitable** – Fair for everyone, today and tomorrow
- **Accountable** – Trusted by our community and responsive to our community

Our Focus

- **Community, Culture, and Environment** – We foster pride in our heritage, history, and place
- **Building Partnerships** – We work together to deliver for our community
- **Local Jobs, Industry, and Training** – We create pathways and opportunities for our community
- **Advocacy** – We speak up for our community
- **Services and Infrastructure** – We enable our community

1. Introduction

- 1.1. This Child Safe Code of Conduct is Council's overarching child safe behavioural standard. It applies to all councillors, employees, volunteers, contractors, third party providers, consultants, labour-hire (including events) personnel, students on placement, trainees, apprentices, and any other person engaged by or on behalf of Council who works with, for, or around children and young people in Council services, programs, facilities and/or online environments.
- 1.2. Parents, carers, community groups, hirers, visitors and members of the public are not bound by this worker Code of Conduct but must comply with Council's conditions of entry or use, child safe signage, behaviour expectations, and any lawful direction given by Council staff.

2. Purpose and scope

- 2.1. This Child Safe Code of Conduct (this code) should be read alongside Council's Child Safety and Wellbeing Policy, the Child Protection Act 1999 (Qld), the Child Safe Organisations Act 2024 (Qld), the Working with Children (Risk Management and Screening) Act 2000 (Qld), the Information Privacy Act 2009 (Qld), the Human Rights Act 2019 (Qld), and the National Principles for Child Safe Organisations. It also supports Council's compliance with Queensland's Child Safe Standards and related child safety reporting requirements include the Reporting Conduct Scheme and sexual reporting criminal law.
- 2.2. This Code also supports Council's approach to responding to allegations, concerns about child safety and wellbeing, complaints, disclosures and reportable conduct involving Council Personnel through its Child Safety Complaints and Reporting Process.
- 2.3. Council delivers and supports a mix of staffed programs, community services, and open public facilities. In some settings, Council provides direct services to children and young people. In other settings, Council provides access to public or shared spaces where parents, carers, user groups, hirers or other responsible adults retain primary supervision responsibilities in line with Council's facility hire, use and access conditions.
- 2.4. All Council Personnel must apply this Code in a way that is practical, child safe, and consistent with the level of control Council has in each setting. Where more specific guidance is required, the relevant Council policy, procedure, guideline, contract condition or local instruction must also be followed.
- 2.5. For the purposes of this Code, Council Personnel includes different categories of people engaged by or on behalf of Council who work with, for, or around children and young people in Council services, programs, facilities or online environments.

These categories include:

- Councillors, who are also subject to the relevant local government conduct obligations and any council-specific governance requirements.
- Employees, who are also subject to Council employment policies, child safe recruitment, supervision, complaints and disciplinary procedures.
- Volunteers, who are also subject to volunteer induction, supervision and conduct requirements
- Contractors, consultants and labour-hire personnel (including events), who are also subject to contractual child safe requirements, screening requirements where applicable, site access conditions, and relevant contractor or visitor management procedures.
- Students on placement, trainees and apprentices, who are also subject to placement agreements, supervision arrangements and any relevant education provider requirements.
- Any other person engaged by or on behalf of Council, who must comply with this Code and any other relevant Council policy, procedure, agreement or lawful direction applying to their role.

Where a person is subject to more than one policy, procedure, contract, agreement or code, those requirements apply together.

The values, ethics and standards within this Code are intended to guide behaviour and decision-making across all Council child-related contexts. This document should be read as an overarching conduct document, with more specific requirements set out in supporting policies, procedures, forms, guidance materials and local operating instructions

3. Guiding principles

1. Children and young people have rights to safety, participation, information and respect. We uphold the National Principles for Child Safe Organisations.
2. We create welcoming environments that are inclusive, accessible and responsive to the diverse needs of children and young people, including Aboriginal and Torres Strait Islander children, children with disability, children from culturally and linguistically diverse backgrounds, and children who may be at increased risk of exclusion or harm.
3. We listen to children and take their concerns seriously, including in decisions that affect them.
4. We identify and manage risks to children and young people and respond to concerns promptly and lawfully.
5. We support families, carers, community groups and facility users to understand Council's child safe expectations, including through accessible information, signage, conditions of entry/use, and clear pathways for raising concerns.

4. Worker's screening suitability

- 4.1. Anyone engaged in regulated child-related work must comply with applicable Blue Card or exemption card requirements and with Council's Child Safe Recruitment, Screening and Induction Procedure and any other relevant screening, recruitment and suitability requirements.
- 4.2. Refer to Council Child Safe Supervision and Duty of Care Policy and Council Child Safety and Wellbeing Policy.

5. Standards of behaviour

All Council Personnel must:

- act in accordance with Council child safety and wellbeing policies and procedures at all times
- treat all children, young people and families with dignity, respect, sensitivity and equity
- create culturally safe environments and promote the cultural rights and connections of Aboriginal and Torres Strait Islander children
- actively challenge racism, exclusion, stereotyping and discriminatory behaviour, and support culturally safe participation for Aboriginal and Torres Strait Islander children and young people
- identify, record and mitigate risks to children, including online risks, in line with Council's Child Safety Risk Framework and related risk management processes
- respond to concerns, complaints, disclosures and safety risks promptly in line with Council's Child Safety Complaints and Reporting Process, and keep accurate records
- manage children's personal information consistently with privacy and information-sharing laws and Council's Information Privacy policy and procedures.
- complete induction and refresher training and re-acknowledge this Code as required by Council.

6. Positive and child safe behaviours

Council Personnel must:

- model positive behaviours and maintain clear, professional boundaries
- communicate with children in ways they can understand, and encourage participation and feedback
- listen to children and young people, take their views and concerns seriously, and respond in ways that are respectful, age-appropriate and understandable
- encourage children and young people to participate in decision-making processes where appropriate
- give constructive feedback to children and young people
- ensure children and young people are aware of their rights, including their rights to respect, fairness and safety.

7. Safe and protective work practices

7.1. Council Personnel must adopt safe and protective work practices and remain alert to situations, environments or behaviours that may place children, young people or workers at risk, or may be perceived as unsafe, inappropriate or inconsistent with professional boundaries.

This includes:

- working, where practicable, in open, observable or otherwise accountable environments when engaging with children and young people.
- maintaining appropriate presentation, conduct and professional boundaries at all times.
- following Council policies, procedures and local instructions for consent, supervision, personal care, transport, photography, online communication and other child-related activities.
- securing parental or guardian consent where required, including for excursions, medical treatment and other child-related activities, in accordance with Council policy and procedure.
- responding calmly, respectfully and non-judgmentally so children and young people feel safe to raise concerns.
- helping children and young people to understand, in age-appropriate language, how to seek help, raise a concern or make a complaint.
- Use approved devices and platforms for any contact with children; keep communications work-related and transparent.
- Apply procedures for cyberbullying, image-based abuse and exposure to illegal/restricted content, including escalation to the eSafety Commissioner where applicable.
- In mixed-age spaces, enforce rules prohibiting adults from displaying pornographic or illegal content to under-18s; apply remove–document–report steps.

8. Unacceptable behaviours

Council Personnel must not:

- initiate, encourage or engage in special, secret, exploitative, coercive, manipulative or otherwise inappropriate relationships with a child or young person.
- show favouritism, provide gifts, or give individual attention to a child or young person in a way that is inconsistent with professional boundaries or may be perceived as grooming or inappropriate.

- take children or young people to your home, their home, or on outings, trips or activities that do not fall within authorised Council duties.
- engage in unlawful, unsafe, abusive, neglectful or harmful behaviour towards a child or young person, including grooming, sexual misconduct, physical violence, emotional abuse, humiliating or threatening behaviour.
- initiate or develop any sexual, intimate or otherwise inappropriate physical or emotional relationship with a child or young person.
- initiate unnecessary physical contact or invade personal space without a justifiable care, safety or work-related reason.
- use shaming, degrading, belittling, intimidating, aggressive or frightening behaviour towards a child or young person.
- use discriminatory, racist, sexist, ableist, homophobic, transphobic or otherwise denigrating language or behaviour towards a child or young person.
- discuss adult sexual topics with children, or show sexualised, explicit, exploitative or otherwise inappropriate content, including online content, memes, GIFs, images or messages.
- make inappropriate self-disclosures to children or young people about adult, illegal, unsafe or highly personal matters.
- condone, excuse, minimise or participate in illegal, unsafe or inappropriate behaviour involving children or young people.
- ignore, dismiss or trivialise a child or young person's concerns, disclosures or attempts to raise a complaint.
- retaliate against, victimise or disadvantage any person for raising a child safety concern or complaint.

9. Language expectations

- 9.1. Council Personnel must use respectful, age-appropriate, inclusive and professional language when communicating with or around children and young people.
- 9.2. Council Personnel must not use language or tone that is abusive, intimidating, humiliating, degrading, discriminatory, sexualised, sarcastic or otherwise inappropriate, including in person, online, in written communications, or in direct messages.

Examples of acceptable language and communication include:

- speaking calmly, clearly and respectfully
- using encouraging, supportive and age-appropriate language
- giving instructions, redirection or feedback in a fair and non-humiliating way
- listening without mocking, dismissing or talking over a child or young person
- explaining boundaries, expectations, complaints pathways and safety information in ways children and young people can understand.

Examples of unacceptable language and communication include:

- swearing at, insulting, mocking or ridiculing a child or young person
- using slurs, discriminatory language or demeaning comments
- making sexual jokes, sexualised comments or inappropriate innuendo
- using threatening, aggressive, belittling or intimidating language or tone
- communicating with a child or young person in a way that is manipulative, coercive, overly familiar or otherwise inconsistent with professional boundaries.

10. Physical contact

- 10.1. Physical contact with a child or young person must only occur where it is necessary for safety, care, support, guidance, instruction or another legitimate work-related reason, and must always be appropriate to the child's age, needs and circumstances, respectful of their dignity, explained where possible, and consistent with Council policy and procedure.
- 10.2. Physical contact must never be used in a way that is punitive, coercive, intimidating, sexualised, unnecessary or inconsistent with professional boundaries.
- 10.3. Examples of prohibited physical contact include hitting, slapping, pushing, grabbing, shaking, kissing, sexualised touching, uninvited or unnecessary hugging, massage, or any other unwarranted or intrusive physical contact.

11. One-on-one situations and communications

- 11.1. Unnecessary one-on-one situations with a child or young person must be avoided.
- 11.2. Where one-on-one engagement is required as part of Council duties, Council Personnel must maintain visibility, accountability, professional boundaries, and compliance with relevant Council policy and procedure.
- 11.3. Council Personnel must use only approved Council communication channels, platforms, systems and devices when communicating with children and young people for work-related purposes.
- 11.4. Council Personnel must not use personal accounts, private messaging, non-approved channels or personal contact details to communicate with children or young people for work-related purposes, except where expressly authorised under relevant Council policy or procedures.

12. Supervision of children

- 12.1. Where Council is delivering, coordinating or directly overseeing a program or activity for children, Council Personnel must provide active, appropriate and risk-based supervision in accordance with Council policy and procedure.
- 12.2. In open-access, public or mixed-use environments, Council Personnel must not assume that Council has sole supervision of every child or young person. In these settings, Council Personnel must act within their role to support child safety, including by following Council requirements for signage, visibility, environmental controls, escalation, responding to concerning behaviour, and clarifying where parent, carer, hirer, school, organiser, provider or group leader supervision responsibilities apply. Refer to Council Child Safe Duty of Care and Supervision Policy and Procedure.

13. Behaviour guidance

Council Personnel must:

- Use respectful, age-appropriate, proportionate and non-humiliating approaches when guiding, redirecting or responding to the behaviour of children and young people.
- Behaviour guidance must protect the child's dignity, support safety and wellbeing, and be consistent with Council policy and procedure.
- Council Personnel must not use physical punishment, verbal abuse, intimidation, shaming, degrading language, humiliation, aggressive behaviour, or any response that is threatening, coercive or likely to cause fear or harm.

- Where behaviour raises safety concerns, Council Personnel must respond calmly, act within their role, and follow relevant Council policy and procedure, including seeking support or escalating the matter where required.

14. Change rooms and toilets

- 14.1. Council Personnel must only enter toilets, change rooms or other personal care areas where it is necessary, lawful, authorised and consistent with Council policy and procedure.
- 14.2. Any support, supervision or assistance provided to a child or young person in these settings must be respectful, age-appropriate, proportionate to the circumstances, and carried out in a way that protects privacy, dignity, safety, professional boundaries and accountability.
- 14.3. Council Personnel must not use these settings in a way that is unnecessary, intrusive, avoidable, or inconsistent with the child or young person's rights, safety and wellbeing.
- 14.4. Where possible, same-gender practice should be used, unless doing so is not possible or is inconsistent with the child's safety, dignity or rights.

15. Transporting children

- 15.1. Council Personnel must not transport a child or young person unless it is authorised, appropriately consented, risk assessed and carried out in accordance with Council policy and procedure.
- 15.2. Where transport is approved as part of Council duties, Council Personnel must maintain appropriate safety, professional boundaries, supervision and accountability at all times. All approved transport must be conducted with written consent of the legal guardian/parent for each individual being transported. Council reserve the right to refuse transport should it not be safe for the child (and/or driver).
- 15.3. Approved transport (with written consent) must be conducted in adherence to all Council Policies and Procedures including the Duty of Care Supervision and Duty of Care Policy and this Code of Conduct. Under no circumstances should a worker transport a child if they are on a learner's or provisional license (all screening measures also apply to all driver's).

16. Visitor and third-party management

- 16.1. Council Personnel must support and uphold Council's child safe expectations in relation to visitors, contractors, hirers, trainers, service providers and other third parties who access Council facilities, services or child-related activities.
- 16.2. All visitors, contractors, trainers and other third parties must comply with applicable Council child safe expectations and any relevant access, sign-in, screening, supervision, conduct or site requirements.
- 16.3. Where relevant to the role or activity, Council Personnel must follow Council's Visitor, Contractor and Third-Party Management Procedure and any related local instructions for verifying required authorisations, screening or access conditions before permitting unsupervised or role-specific access to children or child-related environments.
- 16.4. Council Personnel must not ignore unsafe, abusive, grooming, sexualised, threatening, discriminatory or otherwise concerning behaviour by contractors, hirers, visitors, community members or other facility users where children may be affected. Council Personnel must act within their role, respond in accordance with Council policy and procedure, and escalate concerns where required.

17. Photography, media and images

- 17.1. Council Personnel must not photograph, film, record, publish or otherwise use images or recordings of children and young people except in accordance with Council policy and procedure.
- 17.2. Where photography, filming or recording is authorised for a legitimate Council purpose, Council Personnel must ensure that required consents, permissions and restrictions are identified, recorded and respected.
- 17.3. Children and young people in statutory care, or those subject to privacy, safety, court, care, family violence or other protective restrictions, must not be identified, photographed, filmed or published except in accordance with lawful authority and Council policy and procedure.
- 17.4. All use, storage, access, sharing and publication of images or recordings must comply with Council's Social Media Policy, Information Privacy Policy, Records Management Policy, and any other relevant child safety requirements.

18. Responding and Reporting to Complaints, disclosures, safety risks and breaches

- 18.1. Council Personnel must respond and report promptly, appropriately and in accordance with Council policy and procedure to complaints, disclosures, safety risks, behaviours of concern and breaches relating to child safety.
- 18.2. Responding to complaints from children and young people
 - 18.2.1. When a child or young person raises a concern, complaint or disclosure, Council Personnel must listen respectfully, take the matter seriously, respond in a calm and child-safe way, and follow Council's Child Safety Complaints and Reporting Process.
 - 18.2.2. Complaints and disclosures from children and young people must be received and responded to in ways that are culturally safe, accessible and appropriate to the child's age, communication needs and circumstances.
 - 18.2.3. Council Personnel must not dismiss, minimise, discourage or ignore a child or young person who is trying to raise a concern, make a complaint or disclose something that affects their safety or wellbeing. Refer to Child Safe Complaints Policy and as applicable Child Safe Reporting Policy and Procedure.
- 18.3. Mandatory notifications and external reporting
 - 18.3.1. Where a concern, suspicion, disclosure or incident gives rise to a mandatory reporting obligation, reportable conduct, or other external reporting obligation, Council Personnel must act promptly and in accordance with applicable law, Council policy and procedure, and any role-specific obligations.
 - 18.3.2. If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police.
 - 18.3.3. Council Personnel must not delay action because they are uncertain whether a threshold has been met. They must seek guidance and escalate the matter through Council's Child Safety Complaints and Reporting Process or other applicable reporting pathway without delay. Refer to Child Safe Reporting Policy and Procedure.

18.4. Reporting behaviours of concern

- 18.4.1. Council Personnel must report behaviours of concern involving workers, volunteers, contractors, hirers, visitors, community members or other relevant persons where the behaviour may affect the safety, wellbeing, dignity or rights of a child or young person.
- 18.4.2. Behaviours of concern may include grooming behaviours, boundary breaches, inappropriate language or conduct, unsafe supervision, unsafe online behaviour, discriminatory conduct, breaches of this Code, unsafe environments, or other conduct that may require internal action, external reporting, assessment under reportable conduct requirements, or further response under Council policy and procedure. Refer to Child Safe Reporting Policy and Procedure.

18.5. Complaints, disclosures, safety risks and breaches

- 18.5.1. Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures including Child Safety Complaints and Child Safe Reporting Policy and Procedure, including concerns related to reportable conduct.
- 18.5.2. All concerns under this section must be recorded, reported, responded and escalated as outlined in this in accordance with the relevant policies.

18.6. Failure to report and related breaches

- 18.6.1. Failing to report, delaying a report, discouraging a report, interfering with a report, or otherwise not acting in accordance with Council's child safety reporting requirements may constitute a breach of this Code and may result in disciplinary, contractual, governance or other action appropriate to the person's role and the circumstances.
- 18.6.2. Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures. Refer to Child Safety Complaints and Child Safe Reporting Policy and Procedure

19. Technology and online safety

- 19.1. Council Personnel must use technology, devices, platforms and online environments in ways that support child safety, professional boundaries, transparency and accountability.
- 19.2. Council Personnel must use only approved Council devices, systems, platforms and communication channels when engaging with children and young people for work-related purposes, except where otherwise authorised under Council policy and procedure.
- 19.3. Council Personnel must not use technology or online communication in a way that is secretive, exploitative, inappropriate, inconsistent with professional boundaries, or likely to expose children and young people to harm.
- 19.4. Council Personnel must follow any other relevant legislated and Council policy and procedure in relation to cyberbullying, image-based abuse, inappropriate or illegal content, digital communications, recordkeeping, privacy and escalation requirements.
- 19.5. In mixed-age, public or shared environments, Council Personnel must act within their role to respond to concerning behaviour or unsafe situations that expose children and young people to inappropriate, exploitative, pornographic or illegal online or device-based content.

20. Privacy and information handling

- 20.1. Council Personnel must handle children's personal, sensitive and child safety information lawfully, respectfully and in accordance with the Information Privacy Act 2009 (Qld), Council's Information Privacy Policy and any other applicable legal requirements.
- 20.2. Information relating to children and young people must only be collected, accessed, used, shared, stored and disposed of for authorised purposes, and only by those with a legitimate need to know.
- 20.3. Council Personnel must not access, disclose, discuss or share information about a child or young person inappropriately, including in public settings, with unauthorised persons, or through non-approved systems or devices.

21. Breaches of this Code

- 21.1. Breaches of this Code may result in action being taken by Council, which may include disciplinary action, termination of employment or engagement, withdrawal of access to Council facilities or services, referral to police or relevant regulatory authorities, or other action as appropriate to the circumstances.
- 21.2. Detailed processes for investigation, disciplinary action, complaints management and misconduct handling are addressed in relevant Council policies and procedures.

22. References

- Anti-Discrimination Act 1991 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1991-085>
- Blue Card Services (Queensland Government)
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card>
- Child and Youth Risk Management Strategy requirements:
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card/child-and-youth-risk-management-strategy>
- Child Safe Organisations Act 2024 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2024-049>
- Child Protection Act 1999 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010>
- Child Safe Standards and Universal Principle (Queensland)
(Adopts the National Principles, including the Aboriginal and Torres Strait Islander cultural safety principle)
<https://www.qfcc.qld.gov.au/sector-support/child-safe-organisations>
- Human Rights Act 2019 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005>
- Information Privacy Act 2009 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/current/act-2009-014>
- Mandatory Reporting QLD <https://www.families.qld.gov.au/our-work/child-safety/about-child-protection/mandatory-reporting>
- National Principles for Child Safe Organisations <https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations>
- National Disability Insurance Scheme Act 2013 (Cth) <https://www.legislation.gov.au/Series/C2013A00020>
- NDIS Code of Conduct Rules 2018
<https://www.legislation.gov.au/Series/F2018L00625>

- NDIS Provider Registration and Practice Standards Rules 2018
<https://www.legislation.gov.au/Series/F2018L00630>
- NDIS Practice Standards <https://www.ndiscommission.gov.au/providers/ndis-practice-standards>
- Public Records Act 2023 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2023-033>
- Privacy Act 1988 (Cth) <https://www.legislation.gov.au/Series/C2004A03712>
- Queensland Police emergency and Policelink reporting information
- QPS Policelink (131 444) for non-urgent reporting; Triple Zero (000) in emergencies.
<https://www.police.qld.gov.au/policelink-reporting>
- Queensland Child Safe Standards and Queensland Family and Child Commission guidance
<https://www.qfcc.qld.gov.au/childsafestandards>
- Reportable Conduct Scheme Guidance (QFCC) <https://www.qfcc.qld.gov.au/publication/guide-queenslands-reportable-conduct-scheme>
- Report child abuse – Department of Child Safety (Regional Intake Service; After Hours 1800 177 135).
- Working with Children (Risk Management and Screening) Act 2000 (Qld)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-060>
- Working with Children (Risk Management and Screening) Act 2000 (Qld)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-001>

SUMMARY CHILD SAFE CODE OF CONDUCT TO ACKNOWLEDGE AND SIGN

This Acknowledgement applies to Council Personnel as Defined in this Child Safe Code of Conduct.

Council Personnel are required to act in ways that protect the safety, wellbeing, dignity and rights of children and young people who engage with Council services, programs, facilities or online environments.

Our Commitment to the Safety and Wellbeing of all children and young people

Council is committed to creating environments that are welcoming, inclusive, culturally safe and responsive to the needs of children and young people, including Aboriginal and Torres Strait Islander children and young people.

Council Personnel are expected to uphold children's rights to safety, participation, information and respect, maintain professional boundaries, respond appropriately to concerns, complaints, disclosures and safety risks, and comply with Council's child safety policies, procedures and reporting requirements.

Acknowledgement of Council's Child Safe Code of Conduct

1. I acknowledge that I have read and understood Council's Child Safe Code of Conduct and agree to comply with its requirements.
2. I am committed to creating a safe environment for children and young people. I will do this by:
3. acting in accordance with Council's Child Safety and Wellbeing Policy and related child safety policies and procedures
4. maintaining appropriate professional boundaries with children and young people
5. responding to and reporting child safety concerns, complaints, disclosures, suspicions, allegations, boundary breaches and unsafe situations through Council's Child Safety Complaints and Reporting Process and any other applicable reporting pathway
6. complying with any applicable legal, statutory, contractual, governance or professional obligations relevant to my role
7. participating in induction, training and annual re-commitment processes as required
8. complying with applicable Blue Card or exemption requirements where my role involves regulated child-related work.

I understand that breaches of this Code may result in action by Council appropriate to my role and the circumstances, including disciplinary action, termination of employment or engagement, withdrawal of access, or referral to police or relevant authorities where required.

Full Name:

Position:

Signature:

Date:

SUMMARY CHILD SAFE CODE OF CONDUCT DO'S AND DON'T'S

Council is committed to providing an open, welcoming and safe environment for all children and young people who take part in the services and activities we offer. This Code of Conduct Statement complements the *Council Child Safe Code of Conduct*. Council's Code of Conduct outlines appropriate standards of behaviour by all Council workers towards children and young people. A child is defined as anyone under the age of 18. Council aims to protect children and young people and to reduce opportunities for abuse or risk of harm to occur. It also helps workers by providing them with guidance on how to best support children and how to avoid or better manage difficult situations.

All Council workers will always ensure that they display appropriate standards of behaviour towards children and young people so that their rights are respected, they feel safe and protected, and their concerns are taken seriously. This always applies when we are performing official duties, including when we are representing Council at programs and events. This also applies to conduct occurring outside of work hours where connected to your employment or engagement with Council. Engaging in any unacceptable behaviour is considered a breach of this Code of Conduct and may result in managerial, disciplinary action and/or termination of employment and/or engagement with Council and will be managed by the relevant organisational, legislative and/or program-specific policies and procedures.

Do	Treat everyone with respect and honesty (this includes staff, volunteers, students, children, young people and parents).
Do	Listen to and value children and young people's ideas and opinions and respond to them appropriately.
Do	Actively promote cultural safety and inclusion and welcome everyone by being inclusive (this includes staff, volunteers, students, children, young people and parents).
Do	Remember to be a positive role model to children and young people in all your conduct with them.
Do	Set clear boundaries about appropriate behaviour between yourself, children and families. Boundaries help everyone to carry out their roles well.
Do	Follow organisational policy and guidelines
Do	Inform management of any conflicts of interest (such as other engagement with a child or young person, secondary employment, or personal/family ties).
Do	Report or raise concerns with management if risks to child safety, including cultural, environmental, and operational risks, are identified.
Do	Respect the privacy of children and young people and their families by keeping all information about child protection concerns confidential once reported.

Do	Gain consent from parents or carers and management when situations arise that need to be safely managed.
Do	Have another adult present or in sight when conducting one-to-one activities, etc.
Do	Advocate for the rights of the child or young person and always prioritise their needs.
Do	Record and act on complaints of abuse and risk of harm.
Do	Comply with all reasonable and lawful instructions.
Do	Attend all Council activities and programs in a fit and proper state, unaffected by alcohol or non-prescription drugs, and if affected by prescription drugs that may impair performance, notify the manager of the circumstances.

Do Not	Overlook or participate in illegal, unsafe, harmful or abusive behaviour towards children, including physical, sexual, or psychological abuse, grooming, ill-treatment, or neglect.
Do Not	Develop any 'special' relationships with children that could be seen as favouritism, such as the offering of gifts or special treatment.
Do Not	Ignore or disregard any concerns, suspicions or disclosures of child abuse or risk of harm and fail to report to relevant authorities.
Do Not	Do things of a personal nature that children can do for themselves, such as assisting them to go to the toilet or change clothes.
Do Not	Engage in personal or professional conduct, including the use of social media, whether during or after work hours, that has the potential to adversely affect the reputation of Council adversely.

Attachment: KASC-STAT-047 Child Safe Reporting Policy



Kowanyama Aboriginal Shire Council

Child Safe Reporting Policy



Policy Number:	KASC-STAT-047
Responsible Manager:	Chief Executive Officer
Legislation:	Local Government Act 2009 (Qld) Local Government Regulation (Qld) Child Protection Act 1999 (Qld) Child Safe Organisations Act 2024 (Qld)
Approval Date:	28 July 2026

1. Purpose

- 1.1. This policy sets out how Council identifies, receives, responds to, records, escalates and manages child safety concerns, disclosures, incidents, allegations and reportable conduct matters involving children and young people. It explains internal and external reporting obligations under Queensland law, embeds the Universal Principle of Cultural Safety, and supports responses that are trauma-informed, child-centered, procedurally fair and practical in QLD Council environments.
- 1.2. All personnel in our organisation must:
 - know what to report, who to report to and how to report
 - report any concerns about the safety or welfare of a child or young person immediately
 - ensure the safety and wellbeing of the child is paramount when responding to a disclosure or allegation about a child being harmed or at risk.

2. Scope

- 2.1. This policy applies to:
 - child safety concerns
 - disclosures of harm and/or risk of harm to children and/or young people
 - allegations of harm and/or risk of harm to children and/or young people
 - incidents relating to children and/or young people engaged in council activities and/or on council property (*Refer to 2.2*)
 - reports and/or concerns raised by or about children and young people in connection with Council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).

- 2.1.1. Council-delivered services, programs and activities involving children and young people.
- 2.1.2. Council-managed or Council-controlled facilities, land and environments where children and young people may be present, including shared-use, mixed-use and open public access settings.
- 2.1.3. This procedure operates alongside the Child-Focused Complaints Procedure, Child Safe Code of Conduct, Information Privacy Policy, Records Management Policy, and other applicable legal or operational requirements.
- 2.1.4. Council recognises that some Council facilities and public spaces are open-access, shared-use or only partly supervised environments. Council may not be able to control all behaviour in these settings.
However, Council will take reasonable and proportionate steps to respond to child safety concerns, including:
 - staff response where safe
 - internal escalation
 - signage
 - environmental controls
 - lawful exclusion or restriction processes
 - contractor or hirer management action, and,
 - referral to police, Child Safety or other authorities where required.

3. Commitments to Child Safety, Rights and Participation

- 3.1. Council aligns with:
 - The National Principles for Child Safe Organisations)
<https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations>
 - The Queensland Child Safe Standards <https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations> and, the,
 - Universal Principle of Cultural Safety so that Aboriginal and Torres Strait Islander children are culturally safe and their cultural rights, identities and connection to family, community and Country are recognised and respected. <https://www.qfcc.qld.gov.au/childsafe/standards/what-are-child-safe-standards/cultural-safety>
- 3.2. In implementing this policy and associated procedure Council will help ensure children and young people are informed of their rights, can participate in decisions affecting them, are taken seriously, and feel welcome, safe, valued, included and respected.
- 3.3. Council will engage families and communities, uphold equity and inclusion, promote culturally safe and safer physical and online environments, and use complaints and reporting information to review and improve child safe practice.

4. Terms and Definitions

In this policy:

Allegation	An assertion that a person has engaged in conduct that may place a child at risk or may constitute reportable conduct.
Child	any person under 18 years. In Queensland, a child is legally defined as an individual under 18 years of age. However, specific legal ages for activities may vary: E.g. 10 for criminal responsibility, 18 for buying alcohol. The legal age for consent for having sex in Queensland is 16.
Child Safe Concern	means any concern, allegation, suspicion, disclosure, complaint, incident, behaviour, practice or environmental issue that may affect the safety or wellbeing of a child or young person.
Child safety misconduct or unsafe conduct	This means inappropriate behaviour that may not itself constitute abuse but creates risk to children, may indicate grooming or boundary breaches, or may be inconsistent with the Council's Child Safe Code of Conduct.
Complaint	an expression of dissatisfaction requiring a response (Refer to: Council Complaints Management and Investigation Policy).
Disclosure	a child or other person tells us about harm, abuse, neglect or risk.
Harm	Harm includes physical harm, psychological or emotional harm, sexual abuse, neglect, exploitation, grooming, exposure to family violence, inappropriate conduct, and any other conduct or circumstance that places a child at risk
Grooming	This is a process where a person manipulates a child or group of children and sometimes those looking after them, including parents, carers, teachers and leaders. They do this to establish a position of 'trust' so they can then later sexually abuse the child.
Immediate danger	A situation where a child faces an urgent risk of serious harm requiring immediate action, including contacting emergency services
Lack of appropriate care – Neglect:	This includes not providing adequate and proper supervision, nourishment, clothing, shelter, education or medical care. i.e. Supervision: In Queensland there is no specific legal age set in legislation for when a child can be left home alone. Authorities such as Queensland Government provide guidance (not law) suggesting Children under 12 are generally not mature enough to be left alone for extended periods and very young children (e.g. under 5) should never be left alone. Instead, the law focuses on whether a parent or carer has met their duty of care under the Criminal Code Act 1899 (Qld).
Personnel / workers	Includes all council staff, representatives, members, managers, directors, volunteers, contractors, work experience students, apprentices, trainees, third-party providers, workers for hire (e.g. event staff). This includes all workers and personnel associated with council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).
Physical abuse	This includes behaviours such as pushing, shoving, punching, slapping, kicking and unauthorised use of restraint.
Psychological abuse	(also known as emotional abuse): This includes bullying, threatening and abusive language, intimidation, shaming and name calling, ignoring and isolating a child, and exposure to domestic and family violence.

Open access environment	A Council-managed or Council-controlled environment that is open to the public, shared with other users, or not continuously supervised by Council personnel
Sexual abuse	This includes the sexual touching or sexual assault of a child, grooming, and production, distribution or possession of child abuse material.
Third party	includes contractors, consultants, labour-hire personnel, funded partners, hirers, lessees, licensees, user groups, community organisations and any other public users, external person or entity providing services to children, working with children, or using Council facilities in circumstances where children may be present.

5. When and What to Report (External Reporting)

5.1. All Council Personnel (Workers), including:

- Councillors
- Employees
- Volunteers
- Contractors
- Labour-hire personnel
- Trainees
- Students and placement workers;

must be able to recognise and respond to child safety concerns, including indicators of abuse, neglect, grooming, boundary breaches and other unsafe conduct.

5.2. Where Council personnel are unsure whether a concern should be reported externally, they must immediately seek guidance from their Executive Manager and/or the nominated Child Safe Lead, while taking any urgent action required to protect the child

5.3. If a child is in immediate danger

- **Call Triple Zero (000) immediately**
- For non-urgent police matters, contact Policelink on 131 444 or use the Queensland Police online reporting options.

5.4. Suspected child abuse/neglect or risk of significant harm

Where there is a suspected risk of significant harm to a child, the matter must be reported to the:

- Department of Child Safety Regional Intake Service during business hours
- After Hours Service Centre on 1800 177 135.
- Online reporting is also available for relevant professionals.

5.5. Mandatory reporters

- 5.5.1. Where a Council role meets the definition of a mandatory reporter under the Child Protection Act 1999 (Qld), that person must make a report to Child Safety when they form a reportable suspicion. (This includes teachers, doctors, registered nurses, designated police officers, child advocates and early childhood education and care professionals.)
- 5.5.2. Whether or not a worker is a mandatory reporter, all child safety concerns must still be reported internally in accordance with this policy.
- 5.5.3. Whilst not all council personnel will meet the definition of a Mandated Report under the Act, in the interest of the safety of all children, Council will report all risk of harm, harm and any alleged criminal acts against/toward a child to the relevant statutory authority.

5.6. Documenting a Concern

- 5.6.1. Record concerns as soon as possible, using factual, non-judgmental and opinion-free language.

The record should include, where known:

- the time, date and place of when the concern arose
- the circumstances that led to the concern
- the time, date and place of any observed incident, suspected harm, abuse or concerning conduct
- full details of what was seen, heard or disclosed
- the date of the report and the name/signature of the worker making the report.

5.6.2. Workers (Council Personnel) must:

- record their own observations, and where relevant, precise details of any discussion with a parent, carer or other person
- not conduct their own investigation
- bring their concerns immediately to their line manager and/or the nominated Child Safe Lead.

5.7. Documenting a Disclosure

- 5.7.1. When a child or another person makes a disclosure, the worker must:

- remain calm and listen carefully
- take the disclosure seriously
- avoid leading questions or asking for unnecessary detail
- reassure the child or person that telling someone was the right thing to do
- explain, in age-appropriate language, that the information may need to be shared to help keep the child safe
- record the disclosure as soon as possible, using the child's or person's own words where possible
- report the matter immediately in accordance with this procedure.

Workers must not promise to keep the information secret and must not investigate the matter themselves.

5.8. Reportable Conduct Scheme (QLD):

Where Council is a reporting entity under the Child Safe Organisations Act 2024 (Qld), the Chief Executive Officer must notify the Queensland Family and Child Commission (QFCC) (*Refer to 7. Making an External Report*) of any reportable allegation or reportable conviction about a worker within the required timeframe (3 business days of becoming aware) and ensure the matter is managed in accordance with legislative requirements.

Reportable conduct matters are separate from general complaints and may also require notification to police, Child Safety or other authorities. Council must ensure local roles, reporting pathways and investigation responsibilities are clearly identified.

If it involves immediate risk or a crime, also contact:

- Queensland Police Service – 000 (emergency) or 131 444
- Department of Child Safety, Seniors and Disability Services – 13 12 78

6. Internal Reporting (All Workers/Personnel)

- 6.1. All Council personnel must immediately report any child safety concern, disclosure, allegation, complaint, incident or suspected misconduct involving a child to their line manager and the nominated Child Safe Lead, or in accordance with Council's local reporting pathway.
- 6.2. If the concern relates to the worker's line manager, the report must be made to the relevant Executive Manager, the Child Safe Lead, or another nominated reporting contact.
- 6.3. Reports may be made verbally or in writing using the Council's approved reporting form, feedback and complaints channel, or other designated reporting process. Anonymous reports are accepted and will be assessed to the extent possible.
- 6.4. Failure to report a concern, or discouraging another person from reporting, is a breach of this procedure and may constitute misconduct

7. Making an External Report

- 7.1. External reports may need to be made to
 1. Queensland Police where criminal conduct is suspected, this includes sexual harm (and/or risk of) and/or grooming or a child is in immediate danger.
 - Emergency: 000
 - Non-urgent police matters / Policelink: 131 444
 - Online reporting: [Queensland Police / Policelink online reporting](#)
 2. Department of Families, Seniors, Disability Services and Child Safety where there is suspected abuse, neglect or risk of significant harm.
 3. Child Safety After Hours Service Centre: 1800 177 135 (Queensland only) or (07) 3235 9999, Child Safety information and reporting: [Report child abuse / Child Safety](#)
 4. Queensland Family and Child Commission (QFCC) where a reportable conduct notification is required under the *Child Safe Organisations Act 2024 (Qld)*. General enquiries: (07) 3900 6000. Reportable Conduct Scheme information: [QFCC Reportable Conduct Scheme](#)
- 7.2. When a child's permanent residence is interstate/outside of QLD, the legal requirements to report are to that residing state's jurisdiction. (All sexual abuse is reported to Police). *Refer to: Appendix 6 State by State Obligation Table.*
- 7.3. Workers must follow the immediate danger, child protection and reportable conduct requirements set out in this procedure and seek guidance from the nominated Child Safe Lead where needed.

8. Trauma-informed and culturally safe reporting

- 8.1. Council will respond in ways that promote safety, trust, choice, collaboration, empowerment, accessibility and cultural safety.
- 8.2. Children and young people may choose a support person, trusted adult, advocate, First Nations liaison, interpreter or other communication support where appropriate when seeking support, sharing a disclosure, submitting feedback and/or complaint, and/or allegation.

- 8.3. Council will use developmentally appropriate, accessible and inclusive formats, including Easy Read, visuals, AAC, Auslan and interpreters where needed, and will minimise re-traumatisation wherever possible.
- 8.4. Council will use external third-party providers/workers as needed, alongside Council Personnel, to better support safe reporting procedures. This may include external child/youth workers, cultural representatives, NDIS support workers and/or any external party specific to support safe reporting procedures particular to the child and young person's needs.
- 8.5. Where external providers/workers are used to support a child or young person, all Council Child Safety Policies and Procedures must be adhered to, and all providers/workers must fulfill the legislated and Council policy compliances to work with children and young people (i.e. working with children current Blue Card, QLD.)

9. Privacy, information sharing and records

- 9.1. Information relating to child safety concerns and reports must be handled in accordance with privacy law and only shared on a need-to-know basis, where authorised by law, or where necessary to protect a child or young person.
- 9.2. Records must be created and stored in Council-approved secure recordkeeping systems with appropriate role-based access controls. Records must be retained and disposed of in accordance with the Records Management Policy and applicable legal requirements.
- 9.3. When a child's wellbeing is at risk: Under the *Child Protection Act 1999 (Qld)*, including the information sharing provisions in Chapter 5A, and applicable Queensland information sharing guidance, information may be shared without consent where this is authorised by law and necessary to protect a child or young person, respond to their needs, or reduce the likelihood of the child becoming in need of protection.
- 9.4. Workers who identify a need to share information about a child and/or their family must seek support and guidance from their line manager and/or the nominated Child Safe Lead as soon as practicable. This does not prevent immediate action or lawful sharing of information where urgent steps are required to protect a child

10. Roles and responsibilities

- 10.1. All Council personnel / workers:
- identify, respond to and report child safety concerns immediately (to their line manager and/or child safety lead);
 - support the child or young person;
 - create and maintain records; and comply with this procedure.
- 10.2. Line managers / Executive Managers:
- triage reports,
 - manage immediate risk,
 - support workers,
 - ensure internal and external reporting occurs where required,
 - keep actions documented, and,
 - ensure the child or complainant is kept appropriately informed.
- 10.3. Child Safe Lead:
- advise on reporting pathways,
 - support risk assessment and escalation,
 - coordinate external notifications where required,
 - maintain oversight of records and reporting processes,
 - liaise with authorities where appropriate, and,

- support organisational learning and improvement.

10.4. Chief Executive Officer / delegate

- ensure Council systems support compliance with the Child Safe Standards and,
- where applicable, the Reportable Conduct Scheme.

10.5. Executive Managers responsible for contracts, leases, licences, venue hire or third-party service arrangements

- ensure child safety concerns involving contractors,
- hirers
- tenants
- user groups or other third parties are escalated and managed under this procedure and any relevant contract, hire, access or site controls.

11. Availability and Review

11.1. This policy is available on the council's website and internal intranet.

11.2. This policy is provided electronically (and available in hard copy as requested) to all families of all children and young people receiving services and/or who are registered with us.

11.3. This policy must be adhered to by all council personnel and will be made available electronically (or hard copy), prior to engagement.

11.4. This Policy will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, complaint trends, child safety concerns, or review findings

IMPORTANT REMINDER: When a child's permanent residence is interstate/outside of QLD, the legal requirements to report are to that residing state's jurisdiction. (All sexual abuse is reported to Police). Refer to: Appendix 6 State by State Obligation Table.

12. Related documents – External

- Criminal Code Act 1899
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-1899-009>
- Education (General Provisions) Act 2006
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2006-039>
- Education (Accreditation of Non-State Schools) Act 2017
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2017-023>
- Education and Care Services National Law (Queensland)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2011-011>
- Education and Care Services National Regulations
<https://www.legislation.gov.au/Series/F2011L02195>
- Human Rights Act 2019:
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005>
- Family and Child Commission Act 2014: <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2014-034>
- Local Government Act 2009: <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2009-017>
- Local Government Regulation 2012: <https://www.legislation.qld.gov.au/view/html/inforce/current/si-2012-0255>
- National Disability Insurance Scheme Act 2013
<https://www.legislation.gov.au/Series/C2013A00020>
- QLD Pool Standards (Public) (Councils):
<https://www.qbcc.qld.gov.au/home-owner-hub/swimming-pools/pool-safety-standard>
<https://www.qld.gov.au/housing/buying-owning-home/pool-safety/pool-laws-and-standards>
https://www.health.qld.gov.au/_data/assets/pdf_file/0021/444612/water-quality-guidelines.pdf
https://www.housing.qld.gov.au/_data/assets/pdf_file/0033/58983/guideline-local-government-swimming-pool-safety.pdf
https://www.hpwc.qld.gov.au/_data/assets/pdf_file/0016/4246/local-government-swimming-pool-safety.pdf
<https://www.worksafe.qld.gov.au/safety-and-prevention/hazards/hazards-index/managing-the-risks-of-public-swimming-pools>
<https://chrc.qld.gov.au/business-and-development/building-renovating/swimming-pools-2/>
<https://education.qld.gov.au/curriculum/stages-of-schooling/CARA/activity-guidelines/swimming-in-pools>
- Work Health and Safety Act 2011: <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2011-018>
- Work Health and Safety Regulation 2011
<https://www.legislation.qld.gov.au/view/html/inforce/current/si-2011-0240>
- Anti-Discrimination Act 1991 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1991-085>
- Blue Card Services (Queensland Government)
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card>
- Child and Youth Risk Management Strategy requirements
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card/child-and-youth-risk-management-strategy>
- Child Safe Organisations Act 2024 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2024-049>
- Child Protection Act 1999 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010>

- Child Safe Standards and Universal Principle (Queensland)
(Adopts the National Principles, including the Aboriginal and Torres Strait Islander cultural safety principle)
<https://www.qfcc.qld.gov.au/sector-support/child-safe-organisations>
 - Human Rights Act 2019 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005>
 - Information Privacy Act 2009 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/current/act-2009-014>
 - Mandatory Reporting QLD <https://www.families.qld.gov.au/our-work/child-safety/about-child-protection/mandatory-reporting>
 - National Principles for Child Safe Organisations <https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations>
 - National Disability Insurance Scheme Act 2013 (Cth) <https://www.legislation.gov.au/Series/C2013A00020>
 - NDIS Code of Conduct Rules 2018
<https://www.legislation.gov.au/Series/F2018L00625>
 - NDIS Provider Registration and Practice Standards Rules 2018
<https://www.legislation.gov.au/Series/F2018L00630>
 - NDIS Practice Standards <https://www.ndiscommission.gov.au/providers/ndis-practice-standards>
 - Public Records Act 2023 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2023-033>
 - Privacy Act 1988 (Cth) <https://www.legislation.gov.au/Series/C2004A03712>
 - Queensland Police emergency and Policelink reporting information
QPS Policelink (131 444) for non-urgent reporting; Triple Zero (000) in emergencies.
<https://www.police.qld.gov.au/policelink-reporting>
 - Queensland Child Safe Standards and Queensland Family and Child Commission guidance
<https://www.qfcc.qld.gov.au/childsafestandards>
 - Reportable Conduct Scheme Guidance (QFCC) <https://www.qfcc.qld.gov.au/publication/guide-queenslands-reportable-conduct-scheme>
 - Report child abuse – Department of Child Safety (Regional Intake Service; After Hours 1800 177 135).
 - Working with Children (Risk Management and Screening) Act 2000 (Qld)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-060>
- Working with Children (Risk Management and Screening) Act 2000 (Qld)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-001>

13. Policy Review

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

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

14. Approval

This policy was duly authorised by the Council on 28 July 2026 as Kowanyama Aboriginal Shire Council's Child Safe Reporting Policy and shall hereby supersede any previous policies of the same intent.

15. Appendix 1: Possible Indicators of Abuse: Fact Sheets

This fact sheet outlines possible indicators that a child may be experiencing abuse, neglect or harm. Indicators do not confirm abuse has occurred. However, they may suggest a child is at risk and require further attention or reporting.

Physical Indicators	• Unexplained bruises, burns or injuries • Injuries inconsistent with explanation • Frequent injuries • Signs of neglect such as poor hygiene or inappropriate clothing • Untreated medical issues • Sudden weight loss or malnutrition • Persistent tiredness
Behavioural Indicators	• Sudden change in behaviour • Withdrawal or fearfulness • Aggression or extreme compliance • Reluctance to go home or to a specific place • Regression in behaviour or development • Excessive secrecy • Age-inappropriate sexualised behaviour
Emotional Indicators	• Low self-esteem • Anxiety or depression • Emotional withdrawal • Sudden mood swings • Fear of certain individuals • Self-harm behaviours
Indicators of Neglect	• Lack of supervision • Chronic hunger • Inadequate clothing • Poor personal hygiene • Frequent absences • Developmental delays
Indicators of Grooming	• Unusual gifts or attention from adults • Secretive relationships • One-on-one time outside normal expectations • Increased private communication • Attempts to isolate the child
Online Indicators	• Secretive online behaviour • Multiple online accounts • Sudden access to gifts or money • Withdrawal after device use • Contact with unknown adults

Important Note: A single indicator may not confirm abuse or risk of harm. Patterns, clusters of behaviours or changes over time should be taken seriously. If concerned, follow reporting procedures.

APPENDIX 2: COUNCIL – Mandatory Reporting Incident Form

Child Safety | Sexual Misconduct | NDIS (if applicable)

The Council Mandatory Reporting Incident Reporting Form (located on Council's SharePoint Intranet) must be completed whenever there is:

- A concern about the safety or wellbeing of a child (under 18 years)
- A suspicion of abuse, harm or neglect
- A disclosure of sexual abuse (current or historical)
- Grooming or predatory behaviour
- Staff misconduct involving a child
- An NDIS reportable incident
- A serious incident involving an adult learner where a child may be at risk
- Any situation where police or statutory authorities are contacted

This form ensures Council meets its legal obligations across Queensland.

Confidentiality: All completed forms must be:

- Stored securely
- Restricted to authorised personnel
- Managed in accordance with privacy legislation
- Preserved for potential legal or regulatory review

Governance Note: Completion of this form does not replace statutory reporting requirements. External reporting must occur first where legally required.

APPENDIX 3: CHILD SAFETY REPORTING – QUICK REFERENCE GUIDE – QLD

STEP 1: IS THE CHILD IN IMMEDIATE DANGER?

CALL 000 IMMEDIATELY IF:

- A child is being sexually assaulted now
- A child has serious physical injury
- The alleged offender is present
- A weapon is involved
- The child fears imminent harm
- Urgent medical care is required

⚠ Internal reporting must NEVER delay calling 000.

After calling 000:

- Ensure child safety
- Notify Child Safe Officer
- Record facts only using the Incident Form

WHO IS A CHILD?

- A child is any person under 18 years.

STEP 2: DO YOU HAVE A CONCERN ABOUT A CHILD AND THE CHILD IS NOT IN IMMEDIATE DANGER?

You must act if you suspect:

- Physical abuse
- Sexual abuse
- Grooming behaviour
- Emotional abuse
- Neglect
- Online exploitation
- Exposure to family violence

You do NOT need proof.

Reasonable suspicion is enough.

Report to the Correct Authority Queensland (Qld)

- Child Protection: Regional Intake Service (business hours) After Hours: 1800 177 135
- Police (non-urgent): 131 444

⚠ Failure to report sexual offence against a child under 16 may be a criminal offence

ONLINE SEXUAL EXPLOITATION

Report to:

- Police
- eSafety Commissioner
- Australian Centre to Counter Child Exploitation (ACCCE)

NDIS INCIDENTS (IF APPLICABLE)

- If the incident occurred within an NDIS service context:
- Report to NDIS Commission
- Serious incidents within 24 hours

 NDIS reporting does NOT replace child protection reporting.

STEP 3: INTERNAL REPORTING

After external reporting:

- Notify Child Safe Lead
- Complete Incident Report Form
- Record facts only (no opinion)
- Maintain confidentiality

REMEMBER

- ✓ You do not investigate
- ✓ You do not promise confidentiality
- ✓ You do not need proof
- ✓ The safety of the child comes first

When in doubt: Report.

APPENDIX 4: CONCERNS CHECKLIST

Complete this form when concerns do not indicate an immediate threat. Tick each action completed and briefly note details.

Reporter Name		Date
Site / Service		

Tick	Checklist Item	Comments
☐	Observations of neglect – e.g., poor nutrition, hygiene, inadequate supervision, inappropriate responsibilities, repeated failure to collect child	
☐	Issues raised with the parents or carers	
☐	Parents/carers advised of relevant support services (health, parenting, financial, etc.)	
☐	All workplace supports used to assist in responding to concerns	
☐	Emergency contacts confirmed or alternative arrangements discussed	
☐	CALD liaison officers contacted (if applicable)	
☐	Concerns discussed with parents/carers when safe to do so	
☐	Belief established that parents/carers are not protective (if relevant)	
☐	Referral made for persistent non-attendance; file of actions compiled	
☐	Case worker contacted for children/young people in care	

☐	IEP coordinator consulted (principal, director, or delegate)	
☐	Aboriginal or Torres Strait Islander engagement services consulted	
☐	Disability support professionals consulted	
☐	Linked child/young person to appropriate youth or mental health services	
☐	Referral to integrated support or interagency services	
☐	Concerns discussed with senior staff/student support team	
☐	Concerns discussed with OSHC, family day care, childcare, preschool staff (if applicable)	
☐	Concerns discussed with previous education/care sites	
☐	Concerns discussed with other government or non-government agencies	
☐	All actions documented by the site	

APPENDIX 5: Notifications Checklist

Notifier details	
☐	Full name
☐	If a mandated reporter, job title and agency, capacity in which you are working with the child, young person or family
☐	Contact telephone number
☐	Relationship to the child or young person
☐	Type and frequency of contact with the child or young person, siblings and their family
Identification details for the child or young person, their siblings, parents/caregivers and alleged perpetrator	
☐	Full name (incl. also known as and other surnames etc)
☐	Date of birth / age / year level
☐	Sex: Male, female, not stated/inadequately described
☐	Current address / contact telephone number
☐	Cultural identity: Aboriginal and/or Torres Strait Islander (including Nation/Clan) Culturally and linguistically diverse including ethnicity and language spoken/if an interpreter is required
☐	Disability information
Concerns / allegations	
☐	Details of concerns / allegations of harm or risk of harm as per the <i>Children and Young People (Safety) Act 2017</i> . For example, physical or psychological (whether caused by an act or omission) including sexual, physical, mental, emotional abuse/neglect etc.
☐	Did the child or young person disclose harm? What did they say? What was their emotional presentation?
☐	Who saw/heard what, and when?
☐	Description of current and previous injuries (size, shape, colour, location etc)
☐	Has the child or young person been seen by a doctor? If yes, details
☐	What was the parent/caregiver's response to the child or young person?
☐	Description of the child or young person's behaviours of concern (including frequency, severity and health factors)
☐	Knowledge about the functioning of the family: details of relevant health factors (physical, mental health difficulties or disability) family and domestic violence, drug and/or alcohol mis-use, animal cruelty.
☐	Have the concerns been reported to other relevant government agencies (including SA Police)?
☐	Current location of the child or young person, parent/caregiver and the alleged perpetrator / when is the child or young person next to have contact with the alleged perpetrator?
Other information	
☐	What are the care arrangements for the child or young person? Are parents/caregivers separated, are Family Court Orders in place, does a separated parent/caregiver have a new partner?
☐	Known supports and/or services involved with the child or young person and their family. Details (including frequency of their involvement, are the family actively engaged and workers details)

APPENDIX 6: STATE-BY-STATE LEGAL OBLIGATION TABLE

(QLD, NT, TAS, SA, WA and ACT) – Child Protection & Criminal Sexual Abuse Reporting)

LEGAL OBLIGATIONS – CHILD PROTECTION & SEXUAL OFFENCES QLD, NT and TAS

LEGAL CATEGORY	QUEENSLAND (QLD)	NORTHERN TERRITORY (NT)	TASMANIA (TAS)
Primary Child Protection Legislation	Child Protection Act 1999 (Qld)	Care and Protection of Children Act 2007 (NT)	Children, Young Persons and Their Families Act 1997 (Tas)
Who Is a Child?	Under 18 years	Under 18 years	Under 18 years
Mandatory Reporters (Child Protection)	Certain prescribed professionals (e.g., teachers, doctors, police). Others strongly encouraged to report.	Any person who believes on reasonable grounds that a child has suffered or is likely to suffer harm must report (s26).	Certain prescribed persons (e.g., teachers, police, health practitioners). Others encouraged to report.
Threshold for Reporting	Child has suffered, is suffering, or is at unacceptable risk of suffering significant harm AND no parent willing/able to protect.	Child has suffered OR is likely to suffer harm (broader threshold than QLD/TAS).	Child has suffered OR is likely to suffer abuse or neglect.
Criminal Failure to Report Sexual Offence Against Child	Criminal Code Act 1899 (Qld) – Failure to report sexual offence against child under 16 is a criminal offence for any adult.	Mandatory reporting obligation applies broadly to harm, including sexual abuse. Criminal Code provisions apply to sexual offences.	Criminal Code Act 1924 (Tas) – Failure to report sexual abuse of a child may constitute an offence.
Age Threshold – Criminal Sexual Offence Reporting	Under 16 years (specific failure to report provision).	Under 18 years (child definition applies; mandatory reporting broad).	Under 18 years (child definition applies).
Report Child Protection Concerns To	Regional Intake Service (business hours) After Hours: 1800 177 135	1800 700 250 (24/7 Child Protection Hotline)	1800 000 123 (Strong Families Safe Kids Advice & Referral Line)
Immediate Danger	000	000	000
Police Non-Urgent Reporting	131 444	131 444	131 444
Reportable Conduct Scheme	Child Safe Organisations Act 2024 (Qld) – Commencing 1 July 2026	No statutory reportable conduct scheme identified	Child and Youth Safe Organisations Act 2023 (Tas)
Working With Children Check	Blue Card	Ochre Card	Registration to Work with Vulnerable People
NDIS Reportable Incidents (if applicable)	Must report serious incidents to NDIS Commission within required timeframe (24 hours for serious incidents)	Must report serious incidents to NDIS Commission within required timeframe (24 hours for serious incidents)	Must report serious incidents to NDIS Commission within required timeframe (24 hours for serious incidents)

Staff must apply the legislative requirements of the state in which the incident occurred and/or the child resides.

Attachment: KASC-STAT-048 Child Safety and Wellbeing Policy



Kowanyama Aboriginal Shire Council

Child Safety and Wellbeing Policy



Policy Number:	KASC-STAT-048
Responsible Manager:	Chief Executive Officer
Legislation:	Local Government Act 2009 (Qld) Local Government Regulation (Qld) Child Protection Act 1999 (Qld) Child Safe Organisations Act 2024 (Qld)
Approval Date:	28 July 2026

1. Purpose

- 1.1. Council is committed to providing and maintaining environments that support the safety, wellbeing and dignity of children and young people.
- 1.2. Child safety and wellbeing are embedded in Council's leadership, governance, culture and decision-making and are recognised as a shared responsibility across all levels of the organisation.
- 1.3. Council has zero tolerance for child abuse, harm, neglect, exploitation and grooming.
- 1.4. The purpose of this Policy is to:
 - set out Council's child safety and wellbeing commitments, principles, responsibilities and minimum requirements
 - support the prevention of harm to children and young people in Council services, programs, facilities, activities and online environments
 - promote child wellbeing through inclusive, respectful, culturally safe, trauma-informed and child-centred practice that enables children and young people to thrive
 - support Council personnel to identify, escalate and report suspicions, concerns or disclosures of harm, or risk of harm, to a child through internal reporting mechanisms and to the appropriate authorities where required
 - provide clear expectations for Council personnel and relevant third parties
 - support consistent child safe decision-making across different Council settings.
- 1.5. This Policy is an overarching child safety and wellbeing policy. It should be read together with Council's Child Safety and Wellbeing Statement of Commitment, Child Safe Code of Conduct, Child Safety Complaints and Reporting Process, Child Safety Risk Framework, Supervision and Duty of Care Policy and Procedure and related child safe guidance and supporting resources.

2. Scope

- 2.1. This Policy applies to all Council personnel and to child safe responsibilities arising in Council services, programs, facilities, functions, events, online environments and other activities involving, affecting, or used by children and young people.
- 2.2. For this Policy, Council personnel (also referred to as workers) includes:
 - councillors
 - employees
 - volunteers
 - contractors and consultants
 - labour-hire personnel (including event workers)
 - students on placement
 - trainees / apprentices
 - any other person engaged by or on behalf of Council.
- 2.3. Council operates across a range of settings, including directly delivered services, staffed programs, public facilities, shared-use community spaces, open-access environments and online services.
- 2.4. In some settings, Council provides direct supervision or service delivery. In other settings, Council provides access to facilities or public spaces and does not have continuous supervision or full control over who is present.
- 2.5. Council will apply this Policy in a way that is practical, risk-based and proportionate to the level of control, influence and responsibility Council has in each setting. Where Council does not hold primary supervision responsibility, Council will still take reasonable steps to identify, reduce and respond to child safety risks within its control.

3. Terms and Definitions

In this policy:

Child	any person under 18 years. In Queensland, a child is legally defined as an individual under 18 years of age. However, specific legal ages for activities may vary: E.g. 10 for criminal responsibility, 18 for buying alcohol. The legal age for consent for having sex in Queensland is 16.
Child safety and Wellbeing	means the actions, systems, culture and practices that support children to be safe, respected, included and heard, and that prevent and respond to harm.
Child Safe Concern	means any concern, allegation, suspicion, disclosure, complaint, incident, behaviour, practice or environmental issue that may affect the safety or wellbeing of a child or young person.
Harm	Harm includes physical harm, psychological or emotional harm, sexual abuse, neglect, exploitation, grooming, exposure to family violence, inappropriate conduct, and any other conduct or circumstance that places a child at risk
Third party	includes contractors, consultants, labour-hire personnel, funded partners, hirers, lessees, licensees, user groups, community organisations and any other public users, external person or entity providing services to children, working with children, or using Council facilities in circumstances where children may be present

4. Legislative and Practice Framework

- 4.1. This Policy is informed by and should be read consistently with relevant Queensland and Australian child safe requirements, including (*Refer Related Documents (External)*):
- Child Safe Organisations Act 2024 (Qld)
 - the Child Safe Standards and Universal Principle in Queensland
 - the Queensland Reportable Conduct Scheme
 - Working with Children (Risk Management and Screening) Act 2000 (Qld)
 - Child Protection Act 1999 (Qld)
 - Human Rights Act 2019 (Qld)
 - Anti-Discrimination Act 1991 (Qld)
 - Privacy Act 1988 (Cth), where applicable
 - National Disability Insurance Scheme Act 2013 (Cth), where applicable
 - National Disability Insurance Scheme (Code of Conduct) Rules 2018, where applicable
 - National Disability Insurance Scheme (Provider Registration and Practice Standards) Rules 2018, where applicable
 - the NDIS Practice Standards, where applicable
 - the National Principles for Child Safe Organisations
- 4.2. Council will also comply with any other applicable legislative, regulatory, funding, contractual or sector-specific child safe requirements relevant to particular services or activities.
- 4.3. Council's related child safe policies, procedures and guidance documents support the practical application of these requirements across different Council settings.

5. Policy Statement and Commitment

- 5.1. Council is committed to creating and maintaining environments where children and young people are safe, respected, included and heard. Council has zero tolerance for child abuse, harm, neglect, exploitation and grooming.
- 5.2. Council will:
- act to prevent harm, abuse, neglect, exploitation and grooming
 - embed child safety in our culture and practices
 - respond to all child safety concerns seriously and respond promptly with a child focus
 - uphold the rights, voices and participation of children and young people – decision making and co-design
 - promote culturally safe, inclusive and accessible practices
 - support families, carers and communities to understand Council's child safe approach
 - ensure Council personnel are suitable, supported and accountable
 - identify and manage child safety risks in physical, online and service environments
 - regularly review and strengthen child safe practices in a timely manner
- 5.3. This Policy is supported by Council's Child Safety and Wellbeing Statement of Commitment and Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety, together with related child safe policies, procedures and guidance documents.

6. National Child Safe Principles and Child Safety Standards and How Council Applies Them

- 6.1. Council aligns with the National Principles for Child Safe Organisations and meets the Queensland Child Safe Organisations Standards, including all relevant state legislative and reporting obligations
- 6.2. These principles apply across Council services, facilities and activities involving children and young people, including directly delivered services, staffed programs, public facilities, open-access environments, shared community spaces and activities delivered in partnership with others. Together, these principles guide how Council builds, maintains, monitors and improves child safe practice across its operations:

- 6.2.1. Principle 1: Child safety and wellbeing is embedded in organisational leadership, governance and culture
- Council recognises that creating and maintaining a child safe organisation requires visible leadership, clear accountability and a culture in which child safety and wellbeing are prioritised in decision-making, planning and practice. This includes ensuring child safety is embedded in governance, operations, risk management and continuous improvement across Council.

Council will:

- embed child safety and wellbeing in leadership, governance, planning and decision-making
- assign clear child safety responsibilities across the organisation
- support a culture where child safety concerns are taken seriously and acted on
- reflect child safety requirements in relevant policies, procedures and organisational systems
- monitor child safety risks, compliance and improvement actions as part of Council's governance and review processes.

This must include:

- including child safety in strategic, governance or risk discussions
- allocating child safety responsibilities to relevant leaders, managers or delegated roles
- embedding child safety in key policies, planning and review processes
- considering child safety as part of organisational risk management and continuous improvement.

This principle is supported by the Child Safety Risk Framework, the Guidelines for the Rollout of the Child Safe Policy Suite, and related governance, planning and review processes.

- 6.2.2. Principle 2: Children and young people are informed about their rights, participate in decisions affecting them and are taken seriously

Council recognises that children and young people have the right to safety, dignity, respect and participation. Child safe practice is strengthened when children and young people are informed, supported to speak up, and taken seriously when they express views, concerns, preferences or experiences.

Council will:

- provide information to children and young people in ways that are suitable to their age, development and context
- support children and young people to express their views, raise concerns and ask for help or raise a complaint
- listen to children and young people respectfully and take their views and concerns seriously
- consider children's views in decisions that affect them
- review feedback and concerns raised by children and young people to improve child safe practice

This must include:

- child-friendly posters, brochures or website information
- opportunities for children and young people to provide feedback about services, programs or facilities

- accessible ways for children to raise concerns and complaints directly or through the child friendly complaints process
- involving children and young people in planning or reviewing activities that affect them.

Further detail about child-friendly information, participation and reporting pathways is set out in the Child Safety Complaints and Reporting Process and related child-friendly complaint or reporting information.

6.2.3. Principle 3: Families and communities are informed and involved in promoting child safety and wellbeing

Council recognises that families, carers and communities are critical partners in promoting child safety and wellbeing. In many local government settings, child safety is strengthened when families, carers, hirers, user groups and community members understand Council's child safe approach, reporting pathways and shared responsibilities.

Council will:

- communicate its child safe approach to families, carers and communities
- provide clear information about how to raise concerns or report child safety issues
- engage respectfully with families and carers where appropriate and safe to do so
- communicate relevant child safe expectations in settings such as facilities, programs, events and shared community spaces
- consider feedback from families, carers and community members as part of monitoring and improving child safe practice.

This must include:

- providing child safe information on Council's website or in program materials
- displaying reporting information or key child safe messages in relevant facilities
- including child safe expectations in bookings, event information, licences or facility conditions of use
- providing child-friendly and family-friendly complaint information where relevant.

Relevant requirements and communication mechanisms may also be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, facility hire and use conditions, signage and other public-facing guidance.

6.2.4. Principle 4: Equity is upheld and diverse needs respected in policy and practice

Council celebrates diversity and is committed to creating environments where all children and young people are respected, included and supported to feel safe. Council recognises that children and young people experience safety differently and that some may face additional barriers to participation, inclusion, being heard, or accessing support. Council is committed to inclusive, respectful and equitable practice that recognises and responds to the diverse needs, identities and experiences of children and young people, including children from different cultural or linguistic backgrounds, Aboriginal and Torres Strait Islander children, LGBTQIA+ children and young people, children with disability or developmental needs, and children who may be vulnerable due to trauma, family circumstances or other factors.

Council will:

- promote inclusive, respectful and non-discriminatory environments
- recognise and respond to the diverse needs, experiences and vulnerabilities of children and young people in policy, planning and practice
- support culturally safe practice for Aboriginal and Torres Strait Islander children and young people
- support accessibility, reasonable adjustments and inclusive communication where appropriate
- take steps to ensure services, facilities and responses do not unfairly exclude or disadvantage children
- consider barriers that may affect a child or young person's ability to participate, feel safe, raise concerns or access support
- review child safe practice with regard to inclusion, accessibility, cultural safety and equity.

This must include:

- considering accessibility and inclusion in the design or review of services, facilities and information
- using culturally respectful, trauma-informed and inclusive language and communication
- development and implementation of a cultural safety implementation plan
- making reasonable adjustments where appropriate
- considering whether particular children or groups may face additional barriers to safety, participation, inclusion or speaking up
- seeking to ensure child safe information and responses are appropriate to the child's needs, identity, culture and circumstances.

This principle should be read together with Council's Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety and any related inclusion, accessibility or cultural safety guidance adopted by Council.

6.2.5. Principle 5: People working with children are suitable and supported to reflect child safety and wellbeing values in practice

Council recognises that child safe organisations require people who are suitable for their roles, understand their responsibilities, and are supported to uphold child safe values in practice. Suitability is not only about screening and recruitment, but also about induction, supervision, conduct, training, accountability and early action where concerns arise.

Council will:

- use processes that child focused for recruitment, screening and engagement of third-party entities that address child safety
- ensure required checks, approvals and clearances are obtained where applicable
- check all prospective workers to confirm stability and detect any patterns suggesting avoidance of proper scrutiny.
- make child safety responsibilities clear in relevant roles and expectations
- provide induction, guidance, supervision and support
- respond promptly and appropriately to concerns about conduct, suitability or compliance
- monitor relevant screening, training and role requirements in line with Council systems and responsibilities.

This must include:

- including child safety responsibilities in position descriptions, contracts or volunteer role information
- verify any worker, whose role involves, or may involve, contact with children, their identity and every clearance, identity document and reference prior to engagement.
- requiring Blue Cards, NDIS worker screening checks or other relevant checks where applicable to the role or service
- providing induction on the Child Safe Code of Conduct and reporting obligations
- supporting managers to address concerns early and appropriately.

Further detail is set out in the Child Safe Code of Conduct and in relevant recruitment, screening, induction, supervision and workforce management documents.

6.2.6. Principle 6: Processes to respond to complaints and concerns are child-focused

Council recognises that children and young people must be able to raise concerns safely and that complaints, allegations, disclosures, incidents and concerns must be responded to in a way that prioritises safety, wellbeing and fairness. Child-focused processes are accessible, responsive and respectful, and seek to reduce further harm while supporting appropriate action.

Council will:

- maintain clear and accessible processes for receiving and responding to child safety concerns
- respond to concerns, complaints, allegations, incidents and disclosures promptly and appropriately
- take immediate action where a child may be at risk
- support child-focused, trauma-informed and culturally responsive responses
- ensure reporting and escalation pathways are understood and followed
- review complaints, incidents and concerns to identify patterns, gaps and opportunities for improvement.

This must include:

- child-friendly reporting information and complaint options
- internal reporting and escalation pathways for Council personnel
- support for children and families during complaint or response processes
- review of complaints and incidents to improve systems, communication and safeguards.

Detailed reporting, complaint handling, escalation and response requirements are set out in the Child Safety Complaints and Reporting Process and other relevant procedures.

6.2.7. Principle 7: Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training

Council recognises that child safe practice depends on Council personnel understanding what is expected of them and having the confidence and capability to act. Training, supervision, guidance and ongoing reinforcement help ensure child safety obligations remain vigilant and effective in safeguarding children.

Council will:

- provide child safety induction and ongoing training appropriate to roles and responsibilities
- support Council personnel to recognise and respond to child safety concerns
- reinforce expectations about professional boundaries, respectful behaviour and reporting
- provide role-specific guidance where needed
- support managers and delegated child safety contacts to implement this Policy in practice
- review training and support needs over time to strengthen child safe capability.

This must include:

- induction for workers, volunteers and relevant contractors
- refresher training or briefings on child safe responsibilities
- role-specific guidance for managers, supervisors or delegated child safety contacts
- reinforcing key expectations through supervision, meetings, reminders or local guidance.

Further guidance may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, induction materials, training resources and relevant role descriptions.

6.2.8. Principle 8: Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed

Council recognises that child safety is shaped by the physical, online and service environments in which children and young people participate, access services, or are present. In a local government context, this includes settings where Council exercises direct control as well as public, shared-use and open-access environments where Council's control may be more limited. In all cases, Council will take reasonable and proportionate steps within its control to support child safety.

Council will:

- identify, assess and reduce child safety risks in physical, online and service environments within its control
- apply practical risk controls appropriate to the nature of the setting
- support visibility, safe access, appropriate supervision and safe use of technology
- communicate expected behaviour and supervision responsibilities where relevant
- use signage, conditions of use, local guidance and other controls to support child safety in public and shared settings
- monitor environmental risks, incidents and concerns to inform ongoing improvements.

This must include:

- risk assessments for programs, facilities, activities or events
- signage about expected behaviour and supervision responsibilities
- visibility measures, local supervision practices or safe access arrangements
- child safe expectations for digital communication, online platforms or use of technology
- facility conditions of use or contractor requirements that address child safety.

Further detail about risk identification, environmental controls and supervision expectations is set out in the Child Safety Risk Framework and the Supervision and Duty of Care Policy and Procedure.

6.3. Principle 9: Implementation of the national child safe principles is regularly reviewed and improved

Council recognises that child safe practice requires ongoing review, learning and improvement. Child safety risks, service settings, community expectations and legal requirements can change over time, and Council is committed to monitoring how its child safe framework is working in practice and taking action where improvement is needed.

Council will:

- monitor child safe practice, risks, incidents, complaints and feedback
- use reviews, audits, consultation and learning to strengthen child safe systems
- respond to legislative change, emerging risks and identified gaps
- support continuous improvement across the child safe framework
- review this Policy and related documents at planned intervals and when required
- track and action relevant findings from reviews, complaints, incidents and other monitoring processes.

This must include:

- reviewing feedback, complaints, incidents or risk information
- considering audit, assurance or review findings
- updating policies, procedures or guidance where needed
- identifying and addressing gaps in training, communication or implementation.

This principle is supported by the Child Safety Risk Framework, related procedures, implementation guidance and relevant review, audit and continuous improvement processes.

6.3.1. Principle 10: Policies and procedures document how the organisation is safe for children and young people

Council recognises that clear, accessible and consistent documentation supports accountability, understanding and implementation. A documented child safe framework helps Council personnel, families, communities and relevant third parties understand Council's expectations, responsibilities, reporting pathways and approach to child safety and wellbeing.

Council will:

- maintain a child safe policy and procedure suite appropriate to its services, functions and facilities
- ensure related documents are clear, accessible and aligned
- communicate key child safe information to Council personnel, families, carers, communities and relevant third parties
- support implementation through guidance, training, local instructions and supporting resources
- review documents regularly to ensure they remain current, practical and effective.

This must include:

- maintaining related policies, procedures, forms, posters, signage and guidance materials
- making key child safe documents publicly available where appropriate
- ensuring local procedures, work instructions, contracts and facility conditions align with the broader child safe framework
- reviewing documents following legislative change, identified risk, incidents or feedback.

This principle is supported by Council's broader child safe policy and procedure suite, related forms, signage, guidance materials and local work instructions.

Further detail about how Council implements these principles in practice is set out in related policies, procedures, the Child Safety Risk Framework, and the Guidelines for the Rollout of the Child Safe Policy Suite.

7. Children's Rights, Participation and Voice

- 7.1. Council recognises that children and young people have the right to safety, dignity, respect, participation and to be taken seriously. Council also recognises that children and young people are more likely to feel safe and speak up when they are given information they can understand, are listened to respectfully, and are supported to raise questions, concerns and ideas.
- 7.2. Where appropriate to the service, activity or setting, Council will support children and young people to:
- receive information in ways they can understand
 - know how to raise a concern or ask for help
 - express their views about matters affecting them
 - participate in decisions affecting them in age-appropriate and developmentally appropriate ways
 - have their views considered and responded to respectfully.
- 7.3. Council will seek to provide child-friendly and accessible ways for children and young people to speak up, ask questions, provide feedback and raise concerns.
- 7.4. Further information about child-friendly reporting and response pathways is set out in the Child Safety Complaints and Reporting Process and related child-friendly complaint or reporting information.

8. Families, Carers and Community

- 8.1. Council recognises that families, carers and community members are important partners in promoting child safety and wellbeing. Council also recognises that, in many local government settings, children and young people access public facilities, shared spaces and community activities where parents, carers, hirers, user groups or other responsible adults may retain primary supervision responsibilities.

Council will, where relevant to the service, activity or setting:

- provide clear information about Council's child safe approach
- encourage families and carers to raise questions, feedback and concerns
- communicate child safe expectations and reporting pathways

- work respectfully with families and carers when responding to concerns, where appropriate and safe to do so
- communicate relevant supervision, behaviour and safety expectations in public, shared-use or open-access settings.

8.2. Council will communicate shared responsibilities clearly where relevant through facility conditions of use, signage, bookings, event information, community information or other guidance.

8.3. Relevant expectations and information may also be communicated through the Child Safety Complaints and Reporting Process, child-friendly or family-friendly information, facility hire and use conditions, signage, website content and other public-facing guidance.

9. Equity, Inclusion and Cultural Safety

9.1. Council is committed to creating environments that are inclusive, respectful and safe for all children and young people.

9.2. Council recognises that children and young people have different identities, experiences, strengths, needs and vulnerabilities, and that some may face additional barriers to safety, participation, inclusion, being heard, or accessing support.

9.3. Council will take reasonable steps to ensure its child safe approach reflects the diverse needs, experiences and vulnerabilities of children and young people, including:

- Aboriginal and Torres Strait Islander children and young people children from culturally and linguistically diverse backgrounds
- children and young people who identify as LGBTQIA+
- children and young people with disability or developmental needs
- children and young people who may be vulnerable due to family, social, economic or community circumstances.

9.4. Council recognises that a child's identity, culture, language, disability, developmental needs, gender, sexuality, family circumstances and lived experience may shape how safe they feel, how they communicate, and what support or adjustments may be needed.

9.5. Council is committed to creating environments that are culturally safe for Aboriginal and Torres Strait Islander children and young people. Council will work to ensure its leadership, policy, practice, communication and service delivery uphold the right of Aboriginal and Torres Strait Islander children to cultural safety, connection and respect. Council will also seek to support culturally safe practice through respectful engagement and, where appropriate, codesign approaches with Aboriginal and Torres Strait Islander peoples, communities and relevant advisory groups or committees.

9.6. Council will also support accessibility through inclusive communication, reasonable adjustments and respectful engagement where appropriate.

9.7. This section should be read together with Council's Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety and any related inclusion, accessibility or cultural safety guidance adopted by Council.

10. People Working with Children

10.1. Council will take reasonable steps to ensure that people engaged in child-related roles, or in roles that involve or may involve contact with children, are suitable, supported and accountable.

10.2. Council recognises that child safe practice depends not only on screening and recruitment, but also on clear expectations, induction, supervision, conduct, training, support and early action where concerns arise.

10.3. Depending on the role and setting, this may include:

- recruitment and selection processes that address child safety responsibilities
- referee checks and other pre-engagement checks
- Blue Card and other required screening or checks, where applicable
- clear position descriptions and role expectations
- induction into child safe obligations, the Child Safe Code of Conduct and reporting requirements
- supervision, training and performance management processes
- action where concerns arise about conduct, suitability or compliance.

10.4. No person will be permitted to undertake child-related duties without required screening, checks or approvals where these are legally required or determined by Council as necessary for the role.

11. Screening Requirements, Working with Children's Check – QLD Blue Card

- 11.1. All workers/council personnel engaged in child-related duties must comply with the requirements of the Working with Children Check (Blue Card system) under the Working with Children (Risk Management and Screening) Act 2000 (Qld).
- 11.2. Under the Working with Children (Risk Management and Screening) Act 2000 (Qld), "child-related work" is not a single standalone definition but is captured through the concepts of regulated employment and regulated businesses.
- 11.3. A person is undertaking child-related work where they are engaged in a role that is carried out in a regulated employment category or for a regulated business, and their usual duties include, or are likely to include, contact with children as part of those activities (e.g. school holiday program/activity workers, face-painters etc). Regulated employment is specifically prescribed in the Act and includes sectors such as education and care services, child accommodation services, religious organisations, sport and recreation, health services, and other child-focused services.
- 11.4. The requirement to hold a Blue Card applies where the work falls within one of these regulated categories and is not otherwise exempt under the Act. Work that involves incidental or infrequent contact with children, or that occurs outside a regulated category, does not constitute child-related work for the purposes of the legislation.
- 11.5. Council reserves the right to request additional checks i.e. national police check, alongside the working with children's screening (blue card).
- 11.6. Council reserves the right to request working with children clearance screening for incidental work related to children not covered specifically by the Working with Children Check (Blue Card system) under the Working with Children (Risk Management and Screening) Act 2000 (Qld), where able to be issued.
- 11.7. Council is responsible to ensure all workers/personnel children's screening checks (blue cards) are current and currency is maintained.
- 11.8. A current and valid Blue Card or Exemption Card must be held prior to the commencement of all child-related work, and councils must verify and record the status of all workers through the Blue Card Services portal.
- 11.9. It is an offence under the Act for a disqualified person to apply for or hold a Blue Card, and for the Council to knowingly engage such individuals in regulated employment.
- 11.10. Council must ensure that all screening, record keeping and risk management practices align with legislative requirements and support a safe environment for children and young people.
- 11.11. Further detail about behavioural expectations is set out in the Child Safe Code of Conduct. Further detail about screening, recruitment, induction, supervision and role-specific requirements may be set out in relevant recruitment, screening, induction, supervision and workforce management documents.

12. Contractors, Hirers, Partners and Third Parties

- 12.1. Council recognises that children may be present in Council-managed facilities, services and activities delivered by contractors, funded partners, community groups, lessees, hirers, licensees and other third parties.
- 12.2. Council will take reasonable steps to ensure that relevant third parties understand and comply with applicable child safe expectations in connection with their role, service, activity or use of Council facilities.
- 12.3. Where relevant, Council will set child safe expectations through contracts, agreements, procurement processes, bookings, permits, site access conditions, induction requirements, supervision arrangements, codes of conduct and incident notification requirements.
- 12.4. Depending on the nature of the service, activity or facility use, third parties may be required to:
 - comply with relevant child safe expectations and conduct requirements
 - hold required screening or licences
 - provide evidence of child safe policies, procedures or risk controls
 - understand reporting and escalation requirements
 - take reasonable steps to support child safety within the scope of their role or use of Council facilities.
- 12.5. Council may take action where child safe requirements are not met, including escalation, corrective action, restriction of access, suspension or termination of an arrangement where appropriate.
- 12.6. Relevant child safe expectations may also be set out in contracts, procurement documents, bookings, permits, licences, facility hire and use conditions, local instructions and contractor or third-party child safe guidance.

13. Physical, Online and Service Environments

- 13.1. Council will take reasonable and proportionate steps to identify, assess and reduce child safety risks in the physical, online and service environments within its control.
- 13.2. Council recognises that child safety risks may arise in directly delivered services, staffed programs, public facilities, online environments, shared-use spaces and open-access settings.
- 13.3. Council also recognises that, in some environments, its control over who is present or how spaces are used may be limited. In these settings, Council will still take practical steps within its control to support child safety. This may include:
 - environmental design and visibility measures
 - risk assessments and site-specific controls
 - supervision arrangements appropriate to the setting
 - management of visitors, contractors and facility users, where relevant
 - codes of behaviour and conditions of entry or use
 - safe use of technology and online communication
 - clear reporting and escalation processes
 - signage, information and communication about expected behaviour and supervision responsibilities.
- 13.4. Further detail about risk identification, environmental controls and supervision expectations is set out in the Child Safety Risk Framework and the Supervision and Duty of Care Policy and Procedure.

14. Complaints, Concerns and Reporting

- 14.1. Council will maintain clear, accessible and child-focused processes for raising, receiving, responding to an escalating child safety concerns, complaints, allegations, disclosures, incidents and breaches.

- 14.2. All Council personnel must act on any child safety concern immediately. All concerns must be taken seriously, including concerns raised directly by a child or young person, by a family member, by another person on behalf of a child, or through observation, disclosure, complaint or allegation.
- 14.3. If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police. Internal reporting requirements apply in addition to, not instead of, any legal obligation to report to external authorities.
- 14.4. Council recognises that some workers may also hold legally mandatory reporting obligations under Queensland law and must comply with those obligations. Council reserves the right through this policy to enforce that all workers report all applicable child safety concerns to the appropriate statutory authorities regardless of their legally mandatory reporting obligations. This reporting standard is line with the Councils child safety statement.
- 14.5. Council will respond to child safety concerns in a way that is, as far as possible:
- child-focused
 - timely
 - fair
 - respectful
 - trauma-informed
 - culturally responsive
 - consistent with privacy, confidentiality and information-sharing requirements.
- 14.6. Detailed reporting, complaint handling, escalation and response requirements are set out in the Child Safety Complaints and Reporting Process and other relevant procedures.

15. Education, Training and Support

- 15.1. Council will provide child safety education, training and support appropriate to roles and responsibilities. This may include induction, refresher training, leadership briefings, role-specific guidance and access to support materials on topics such as:
- mandatory reporting
 - child safe responsibilities
 - trauma informed practice
 - regulatory updates
 - recognising and responding to concerns
 - professional boundaries
 - respectful behaviour
 - cultural safety and inclusion
 - reporting and escalation pathways
 - online safety and communication expectations.
- 15.2. Council will also support managers and relevant child safety contacts to implement this Policy in practice and will review training and support needs over time to strengthen child safe capability.
- 15.3. Further guidance about communication, implementation and workforce rollout may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, induction materials, training resources and relevant role descriptions.

16. Roles and Responsibilities

16.1. Council and Chief Executive Officer

Council and the Chief Executive Officer are responsible for endorsing and supporting the implementation of this Policy, allocating resources, and ensuring child safety is reflected in governance, risk management and decision-making.

16.2. Executive managers

Executive leaders and managers are responsible for implementing this Policy in their areas of responsibility, supporting child safe practice, monitoring compliance, responding appropriately to concerns, and ensuring relevant induction, supervision and risk controls are in place.

16.3. Council personnel

All Council personnel must:

- comply with this Policy and related child safe documents
- uphold the Child Safe Code of Conduct
- act on child safety concerns and report them promptly
- contribute to safe, respectful and inclusive environments
- participate in required induction, training and supervision
- cooperate with lawful directions, investigations and corrective action relating to child safety.

16.4. Child Safe Lead (Delegated Child Safety Contact)

The Child Safe Lead, Child Safety Officer, or other delegated child safety contact provides advice, coordination and support in relation to child safe practice, reporting, escalation, guidance, monitoring and continuous improvement.

16.5. Contractors, volunteers and third parties

Contractors, volunteers and third parties must comply with relevant child safe expectations applying to their role, service, activity or access to Council facilities.

16.6. Families, carers and community members

Families, carers and community members are encouraged to support child safety by understanding Council's child safe approach, following relevant conditions of use, and raising concerns where needed.

More detailed responsibilities for particular roles may be set out in relevant position descriptions, delegation instruments, the Child Safe Lead / Child Safety Officer role description, the Child Safe Code of Conduct, and related procedures or local instructions.

17. Communication and Accessibility

Council will take reasonable steps to ensure this Policy and related child safe information are communicated in ways that are accessible and appropriate to different audiences, including Council personnel, children and young people, families, carers, communities and relevant third parties.

This may include:

- making the Policy publicly available
- providing child-friendly and family-friendly information
- publishing or displaying key child safe commitments and reporting information
- providing information in alternative formats, where, reasonably practicable
- supporting understanding through induction, briefing, signage, website content or local guidance.

Further guidance about communication, publication, accessibility and local rollout may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, public-facing child safe information, signage and related guidance materials.

18. Accessibility, Monitoring, Review and Continuous Improvement

- 18.1. Council will monitor the implementation of this Policy and use feedback, incidents, complaints, risk information, audits, reviews and other relevant information to strengthen child safe practice over time.
- 18.2. Council recognises that effective child safe practice requires ongoing review, learning and improvement. Council will take reasonable steps to identify gaps, respond to emerging risks, and improve the effectiveness of its child safe systems, controls and communication over time.
- 18.3. This Policy will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, or review findings.
- 18.4. Monitoring and review activities may also be informed by the Child Safety Risk Framework, related procedures, implementation guidance, incidents, complaints, feedback and other relevant review processes.
- 18.5. Child Safe Standards commenced from 1 October 2025. The Reportable Conduct Scheme commences for all reporting entities on 1 July 2026.
- 18.6. This policy is available on the council's website and internal intranet.
- 18.7. This policy is provided electronically (and available in hard copy as requested) to all families of all children and young people receiving services and/or who are registered with us.
- 18.8. This policy must be adhered to by all council personnel and will be made available electronically (or hard copy), prior to engagement.

19. Related Documents (External)

- Anti-Discrimination Act 1991 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1991-085>
- Blue Card Services (Queensland Government)
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card>
- Child and Youth Risk Management Strategy requirements
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card/child-and-youth-risk-management-strategy>
- Child Safe Organisations Act 2024 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2024-049>
- Child Protection Act 1999 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010>
- Child Safe Standards and Universal Principle (Queensland)
(Adopts the National Principles, including the Aboriginal and Torres Strait Islander cultural safety principle)
<https://www.qfcc.qld.gov.au/sector-support/child-safe-organisations>
- Human Rights Act 2019 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005>
- Information Privacy Act 2009 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/current/act-2009-014>
- Mandatory Reporting QLD <https://www.families.qld.gov.au/our-work/child-safety/about-child-protection/mandatory-reporting>
- National Principles for Child Safe Organisations <https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations>
- National Disability Insurance Scheme Act 2013 (Cth) <https://www.legislation.gov.au/Series/C2013A00020>
- NDIS Code of Conduct Rules 2018
<https://www.legislation.gov.au/Series/F2018L00625>
- NDIS Provider Registration and Practice Standards Rules 2018
<https://www.legislation.gov.au/Series/F2018L00630>
- NDIS Practice Standards <https://www.ndiscommission.gov.au/providers/ndis-practice-standards>
- Public Records Act 2023 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2023-033>
- Privacy Act 1988 (Cth) <https://www.legislation.gov.au/Series/C2004A03712>
- Queensland Police emergency and Policelink reporting information

QPS Policelink (131 444) for non-urgent reporting; Triple Zero (000) in emergencies.
<https://www.police.qld.gov.au/policelink-reporting>
- Queensland Child Safe Standards and Queensland Family and Child Commission guidance
<https://www.qfcc.qld.gov.au/childsafestandards>

- Reportable Conduct Scheme Guidance (QFCC) <https://www.qfcc.qld.gov.au/publication/guide-queenslands-reportable-conduct-scheme>
- Report child abuse – Department of Child Safety (Regional Intake Service; After Hours 1800 177 135).
- Working with Children (Risk Management and Screening) Act 2000 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-060>
- Working with Children (Risk Management and Screening) Act 2000 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-001>

20. Policy Review

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

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

21. Approval

This policy was duly authorised by the Kowanyama Aboriginal Shire Council on 28 July 2026 as Kowanyama Aboriginal Shire Council's Child Safety and Wellbeing Policy and shall hereby supersede any previous policies of the same intent.

Attachment: KASC-STAT-049 Supervision and Duty of Care Child Safe Policy



Supervision and Duty of Care Child Safe Policy



Policy Number:	KASC-STAT-049
Responsible Manager:	Chief Executive Officer
Legislation:	Local Government Act 2009 (Qld) Local Government Regulation (Qld) Child Protection Act 1999 (Qld) Child Safe Organisations Act 2024 (Qld)
Approval Date:	28 July 2026

1. Policy statement

Council is committed to providing and maintaining environments that support the safety, wellbeing and dignity of children and young people.

The purpose of this Policy is to ensure Council personnel understand:

- they have a duty of care to children and young people, and to other people affected by Council services, programs, activities and facilities
- the reasonable steps they must take to meet that duty of care
- the standard of care expected of them in carrying out their role
- their responsibilities to communicate and apply Council's duty of care and child safe expectations where Council facilities are hired or used by external parties
- that they must not act, or fail to act, in ways that breach their duty of care
- that breaches of duty of care may result in corrective, disciplinary, contractual or other action, depending on the circumstances.

It also identifies the separate responsibilities of Council personnel to prevent, identify, respond to and report child safety concerns, including risk of harm, harm to a child, and institutional child sexual abuse, in accordance with the Child Safe Organisations Act (2024) and applicable Queensland legislation (Criminal Code) and Council procedures.

This Policy complements the Duty of Care Procedure and should be read in conjunction with that document and other related child safe documents.

Council personnel have a duty of care in relation to children and young people, clients, participants, volunteers, workers and others who engage with Council services, programs, activities or facilities.

This includes a duty of care toward clients who engage with the service and volunteers who are under the age of 18.

This also includes a duty of care towards workers and others.

Council applies this Policy across directly delivered services, staffed programs, public facilities, shared-use community spaces and open-access environments. The way duty of care is applied may vary depending on the level of Council's control, supervision and responsibility in each setting, however Council personnel must always take reasonable steps to prevent reasonably foreseeable harm within the scope of their role and Council's control.

2. Scope

- 2.1. This Policy applies to all Council personnel and to duty of care responsibilities arising in Council services, programs, facilities, functions, events, online environments and other activities.
- 2.2. It includes duty of care responsibilities including child safe responsibilities where children and young people are involved, affected, or present, and to other people who may be affected by Council services, programs, activities, facilities or environments.
- 2.3. This Policy also applies to Council's management of duty of care risks arising through contractors, hirers, partners, lessees, licensees and other third parties using Council facilities or delivering services on Council's behalf.

For this Policy, Council personnel includes:

- councillors
 - employees
 - volunteers
 - contractors and consultants
 - labour-hire (including event) personnel
 - students on placement, trainees and apprentices and;
 - any other person engaged by or on behalf of Council.
- 2.4. Council operates across a range of settings, including directly delivered services, staffed programs, public facilities, shared-use community spaces, open-access environments and online services. In some settings, Council provides direct supervision or service delivery. In other settings, Council provides access to facilities or public spaces and does not have continuous supervision or full control over who is present.
 - 2.5. Council will apply this Policy in a way that is practical, risk-based and proportionate to the level of control, influence and responsibility Council has in each setting. Where Council does not hold primary supervision responsibility, Council will still take reasonable steps to identify, reduce and respond to child safety risks within its control.

This includes settings such as, but is not limited to:

- libraries
- swimming pools and splash parks
- civic centers and community facilities
- childcare services, kindergartens, after school care and daycare, where applicable
- playgroups
- school holiday programs
- community events
- youth services
- visitor centers
- traineeships and school-based work or learning opportunities
- parks and playgrounds
- multipurpose and recreation spaces
- online and digital service environments.
- facilities, programs or activities delivered by, with, or through contractors, hirers, funded partners, lessees, licensees and other third parties, where children may be present.

- 2.6. This policy establishes general supervision and duty of care expectations. It does not replace or prescribe specific legislative or regulatory requirements for services, facilities or high-risk activities. Where additional or more specific requirements apply to a service, program, facility or activity, including (but not exclusive to) higher-risk contexts such as swimming pools, libraries, splash parks, school programs, child care, late night events and overnight stays, this policy must be read in conjunction with all relevant procedures, risk assessments, local work instructions, contractual conditions, and applicable legislative and regulatory requirements.
- 2.7. Individual risk assessments must be undertaken to determine specific duty of care and supervision standards, including adult-to-child ratios and expectations. This includes, but is not limited to, structural and physical environment requirements such as fencing, supervision zones and separate facilities (e.g. change rooms). Assessments must address the specific activity, facility and user group or entity, including settings such as childcare, education and aquatic environments, in accordance with the relevant legislative framework and regulatory authority.
- 2.8. For regulated and high-risk services, facilities or activities this policy operates as supplementary only. All legislative and regulatory requirements apply in full, take precedence, and must be strictly complied with at all times. Responsible managers are accountable for ensuring that service or entity-specific procedures, including those for sports and recreation, childcare, education and libraries, are in place and maintained.
- 2.9. Failure to meet applicable regulatory requirements is a breach of this policy.

3. Terms and Definitions

In this policy:

Child	any person under 18 years. In Queensland, a child is legally defined as an individual under 18 years of age. However, specific legal ages for activities may vary: E.g. 10 for criminal responsibility, 18 for buying alcohol. The legal age for consent for having sex in Queensland is 16.
Child safety and Wellbeing	means the actions, systems, culture and practices that support children to be safe, respected, included and heard, and that prevent and respond to harm.
Child Safe Concern	means any concern, allegation, suspicion, disclosure, complaint, incident, behaviour, practice or environmental issue that may affect the safety or wellbeing of a child or young person.
Clients and or Participants	means people receiving, attending, using or participating in a Council service, program, activity or facility, whether delivered directly by Council or by an external provider.
Council personnel / workers	means the persons listed in the scope section of this Policy. Includes all council staff, representatives, members, managers, directors, volunteers, contractors, work experience students, apprentices, trainees, third-party providers, workers for hire (e.g. event staff). This also includes all workers and personnel associated with council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).
Client / participants	means people receiving, attending, using or participating in a Council service, program, activity or facility, whether delivered directly by Council or by an external provider

Duty of care	may be defined as, 'an obligation, recognized by law, to avoid conduct fraught with unreasonable risk of danger to others.' This means the obligation to take reasonable steps to prevent reasonably foreseeable harm to people who may be affected by Council services, programs, activities, facilities or environments.
Harm	Harm includes physical harm, psychological or emotional harm, sexual abuse, neglect, exploitation, grooming, exposure to family violence, inappropriate conduct, and any other conduct or circumstance that places a child at risk
Parent and/or guardian	means a person with day-to-day care responsibility for a child or young person, or another person legally responsible for the child or young person.
Reasonable steps	means actions that are sensible, proportionate and appropriate in the circumstances to reduce the risk of reasonably foreseeable harm, having regard to the nature of the activity, the needs of those involved, and the level of Council's control, authority and responsibility
Reasonably foreseeable Harm	means harm that a person in the same position should reasonably anticipate as a possible outcome in the circumstances.
Third party	includes contractors, consultants, labour-hire personnel, funded partners, hirers, lessees, licensees, user groups, community organisations and any other public users, external person or entity providing services to children, working with children, or using Council facilities in circumstances where children may be present.

4. Policy

- 4.1. Duty of care" is a legal obligation to take reasonable steps to reduce the risk of reasonably foreseeable harm, including physical or psychological harm, arising in connection with Council services, programs, activities, facilities or environments.
- 4.2. Council personnel must take reasonable steps to minimise the risk of reasonably foreseeable harm. This does not mean Council can guarantee that harm will never occur, but it does require Council personnel to act reasonably to prevent, identify, reduce and respond to risks within the scope of their role and Council's control.
- 4.3. Duty of care includes:
- providing and maintaining safe and suitable premises and environments,
 - providing an adequate system of child-to-adult supervision,
 - undertaking risk assessments for services, activities, events and facilities,
 - identifying, assessing and controlling risks to children, young people, workers, participants and others,
 - implementing strategies to prevent reasonably foreseeable physical or psychological harm, including bullying and harassment and inappropriate conduct,
 - ensuring appropriate first aid, medical assistance and emergency response is available and provided to sick or injured children, clients and participants,
 - ensuring workers and participants are physically and psychologically safe,
 - implementing policies, procedures and practices to maintain a child-safe environment and comply with the Child Safe Standards (QLD),
 - implementing and complying with work health and safety and other relevant policies, procedures and practices,
 - supporting safe recruitment, screening, induction, conduct and supervision of personnel,
 - taking reasonable precautions to minimise the risk of child abuse by individuals associated with the organisation,
 - taking reasonable precautions to minimise the risk of harm caused by individuals associated with Council services, activities, facilities or environments,
 - setting and communicating reasonable safety and child safe expectations for contractors, hirers, partners and other third parties where relevant,
 - implementing and complying with relevant government and local policies, and,
 - ensuring individuals take reasonable responsibility for their own safety and the safety of others in the workplace.
- 4.4. Council cannot avoid its duty of care by relying solely on another person, parties or organisation/s to manage risks within Council's own services, facilities or areas of responsibility. Council personnel must take reasonable steps to prevent reasonably foreseeable harm to children and young people, and to others affected by Council activities, services and facilities, within the scope of Council's control responsibility and influence.
- 4.5. Although duty of care is non-delegable, the way it is applied may vary depending on the level of Council's control, supervision and influence in a particular setting. Council personnel must always take reasonable steps to prevent reasonably foreseeable harm within the scope of their role and Council's responsibility.
- 4.6. The application of duty of care includes, but is not limited to, the following circumstances:

When Council personnel have direct supervision: Where a child or young person is participating in a Council-managed service, program, activity or event and Council personnel have direct supervision responsibilities, Council retains primary responsibility for the safety and wellbeing of children and young people within that setting, including where external organisations or individuals are engaged by Council to deliver or support the activity.

When Council personnel are working in open or public spaces: In settings such as libraries, community facilities, parks, playgrounds, pools, splash parks or other public areas, direct or continuous supervision of

children may not be the role of Council personnel. In these settings, Council personnel continue to hold a duty of care in relation to maintaining safe premises, identifying and responding to risks within Council's control, communicating expected behaviour and child safe information where appropriate, and taking reasonable action when concerns arise. All regulations apply to these services and take precedence, and must be adhered to, specific to that entity (e.g. Library supervision policy as per QLD guidelines, childcare adult supervision ratios as per childcare/education policies, swimming pool safety as per QLD regulations etc).

When external individuals or organisations hire or use Council facilities: Where external individuals, community groups, contractors, funded partners, lessees, licensees or other organisations hire, occupy or use Council facilities, the hirer or provider generally holds primary responsibility for the supervision of children during their own activities. However, Council retains a duty of care in relation to the condition and safety of Council premises, applicable conditions of use, and the management of reasonably foreseeable risks within Council's control. Council may also set and enforce child safe expectations through contracts, bookings, permits, licences, funding agreements, site conditions and other relevant arrangements. All external individuals and parties must adhere to all Council Child Safe Policies and Procedures and industry regulations and legislations.

When duty of care involves child protection, safety and wellbeing: Regardless of where responsibility sits for an activity or event, all Council personnel have obligations under Queensland legislation to act on child safety concerns. Where a Council staff member forms a concern, suspicion or reasonable belief that a child or young person has suffered, is suffering, or is at risk of suffering harm, they must take appropriate action in accordance with mandatory reporting requirements and Council Child Safe Reporting procedures including internal escalation and notification to relevant external authorities.

5. Standard of Care

Council personnel are required to meet an appropriate standard of care when carrying out their duties. The standard of care expected will vary depending on the nature of the role, the level of responsibility, the qualifications, training and experience of the individual, and the circumstances in which services, activities or facilities are delivered or used.

Council personnel must take reasonable steps to meet their duty of care, having regard to the specific circumstances of the situation, including the nature of the activity or environment and the needs, age, abilities, vulnerability and communication needs of children and young people involved; and the level of responsibility held by the individual, including their role, position description, contractual or volunteer arrangements, qualifications, training and experience.

5.1. Reasonable steps may include, but are not limited to:

- planning for and providing a safe and suitable environment for activities;
- ensuring appropriate supervision arrangements are in place;
- complying with relevant Council (and Regulated body) policies, procedures and applicable legislation;
- ensuring identified risk controls, supervision arrangements and local safety requirements are followed;
- ensuring access to appropriate medical assistance, first aid resources and emergency response measures.
- seeking guidance or escalating concerns where a person is unsure how duty of care applies in the circumstances, or where further support or decision-making is required.

5.2. When determining what reasonable steps are required to prevent reasonably foreseeable harm, Council personnel must consider factors such as:

- the number of children and participants involved;
- the age, ability, vulnerability and needs of children and young people;
- the nature of the activity, environment and level of supervision available;

- the level of risk, the practicability of implementing control measures, and the level of Council's control or responsibility in the circumstances.

5.3. Council personnel must exercise appropriate judgement and act in a manner consistent with their role, responsibilities, training and Council's commitment to safety, child safety and wellbeing.

5.4. More detailed operational guidance about supervision, risk controls and escalation is set out in the Supervision and Duty of Care Procedure, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process.

6. Contractors, Hirers, Partners and Third Parties

6.1. Council recognises that children and young people may be present in Council-managed facilities, services and activities delivered by contractors, funded partners, community groups, lessees, licensees, hirers and other third parties. Council will take reasonable and proportionate steps to ensure that relevant third parties understand and comply with applicable safety and child safe expectations in connection with their role, service, activity or use of Council facilities.

6.2. Where relevant, Council may set safety and child safe expectations through contracts, agreements, funding arrangements, procurement processes, bookings, permits, leases, licences, site access conditions, induction requirements, supervision arrangements, codes of conduct and incident notification requirements.

6.3. Depending on the nature of the service, activity or facility use, third parties may be required to:

- comply with relevant safety, child safe and conduct requirements,
- hold required child related safety screening, licences, qualifications or approvals,
- provide evidence of relevant child safe policies, procedures, risk controls or supervision arrangements,
- take reasonable steps to support child safety and wellbeing within the scope of their role, activity or use of Council facilities
- comply with applicable conditions of hire, access, occupancy, service delivery or site use

6.4. Where a third party is delivering services, running activities, or using Council facilities in circumstances where children are present, that third party generally holds primary responsibility for the supervision of children in connection with their own activity. However, Council retains responsibility for matters within its control, including the condition and safety of Council premises, applicable conditions of use, and the management of reasonably foreseeable risks arising within Council's areas of responsibility.

6.5. Council may take action where relevant safety or child safe requirements are not met, including providing direction, requiring corrective action, restricting access, escalating concerns, suspending an arrangement, terminating an arrangement, or making reports to an appropriate authority where required.

6.6. More detailed requirements can be accessed in relevant contracts, procurement documents, funding agreements, facility hire and use conditions, and any contractor or third-party child safe guidance adopted by Council.

7. Council Facilities

7.1. Council recognises that children and young people may access, attend or be present in a range of Council-owned, managed or controlled facilities, including public facilities, community spaces, recreation areas and venues used for Council services, programs, events or third-party activities.

7.2. Council will take reasonable and proportionate steps to support safety in facilities within its control. This includes maintaining facilities in a safe condition, addressing known hazards and risks, applying relevant conditions of entry or use, and taking practical steps to support child safety and wellbeing in light of the nature of the facility and how it is used.

- 7.3. Depending on the nature of the facility, its use and Council's level of control, reasonable steps may include:
- maintaining safe premises, fixtures, equipment and amenities,
 - identifying and responding to known environmental or site-specific risks,
 - considering visibility, access, isolation points and other environmental safety factors,
 - applying and communicating conditions of hire, use, access or occupancy,
 - displaying signage or information about expected behaviour, child safety and reporting pathways where appropriate,
 - monitoring and responding to concerns arising in Council-controlled areas, and,
 - taking action where unsafe or inappropriate behaviour is observed, reported or otherwise identified.
- 7.4. Where Council facilities are hired, occupied or used by external individuals or organisations, Council may impose and enforce relevant safety and child safe conditions through bookings, permits, leases, licences, contracts, local instructions and facility hire or use conditions.
- 7.5. Council may take action where relevant safety or child safe requirements relating to the use of Council facilities are not met, including escalation, corrective action, restriction of access, suspension or termination of an arrangement where appropriate. Relevant safety and child safe expectations may also be set out in contracts, procurement documents, bookings, permits, licences, facility hire and use conditions, local instructions and contractor or third-party guidance.
- 7.6. More detailed requirements can be accessed out in facility hire and use conditions, local work instructions, site-specific risk assessments and related child safe or safety guidance adopted by Council

8. Physical, Online and Service Environments

- 8.1. Council will take reasonable and proportionate steps to identify, assess and reduce safety risks, including child safety risks, in the physical, online and service environments within its control.
- 8.2. Council recognises that risks may arise in directly delivered services, staffed programs, public facilities, online environments, shared-use spaces and open-access settings. Council also recognises that, in some environments, its control over who is present or how a space is used may be limited. In these settings, Council will still take practical steps within its control to support safety, child safety and wellbeing.
- 8.3. Depending on the nature of the environment, activity or service, reasonable steps may include:
- environmental design and visibility measures,
 - risk assessments and site-specific controls,
 - supervision arrangements appropriate to the setting,
 - management of visitors, contractors and facility users where relevant,
 - codes of behaviour and conditions of entry or use,
 - safe use of technology, online communication and digital service environments,
 - clear reporting and escalation processes, and,
 - signage, information and communication about expected behaviour, child safety, reporting pathways and shared responsibilities where appropriate.
- 8.4. Council will apply these measures in a way that is practical, risk-based and proportionate to the nature of the environment, the risks identified, and the level of Council's control or responsibility in the circumstances.
- 8.5. More detailed requirements relating to supervision, risk identification, control measures and reporting can be accessed in the Supervision and Duty of Care Procedure, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process.

9. Supervision Responsibilities

- 9.1. Council recognises that appropriate supervision is an important part of meeting duty of care responsibilities and supporting the safety and wellbeing of children and young people.
- 9.2. Supervision arrangements must be appropriate to the nature of the activity, the environment, the age, needs and vulnerability of children and young people involved, and the level of Council's responsibility, control and role in the circumstances.
- 9.3. In some settings, Council personnel will have direct supervision responsibilities. In other settings, including open-access or shared-use environments, Council's supervision role may be limited, and duty of care may instead be met through other reasonable steps within Council's control.
- 9.4. Further detail about supervision expectations, risk identification and environmental controls is set out in the Child Safety Risk Framework and the Supervision and Duty of Care Policy and Procedure.

10. Safety Concerns, Complaints and Reporting

- 10.1. Council will maintain clear, accessible and appropriate processes for raising, receiving, responding to an escalating concerns, complaints, allegations, disclosures, incidents and breaches relating to safety, duty of care and child safety.
- 10.2. All Council personnel must act on concerns relevant to safety, duty of care or child safety promptly and appropriately. All concerns must be taken seriously, including concerns raised directly by a child or young person, by a family member, by another person on behalf of a child, by a worker, participant, facility user, contractor, hirer, or community member, or through observation, disclosure, complaint or allegation.
- 10.3. If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police. Internal reporting requirements apply in addition to, not instead of, any legal obligation to report to external authorities.
- 10.4. Council recognises that some workers may also hold legally mandatory reporting obligations under Queensland law and must comply with those obligations. Whilst not all council personnel will meet the definition of a Mandated Report under the Act, in the interest of the safety of all children, Council will report all risk of harm, harm and any alleged criminal acts against/toward a child to the relevant statutory authority in accordance with the Child Safe Reporting Policy and Procedure.
- 10.5. Council will respond to concerns, complaints and reports in a way that is, as far as possible:
 - child-focused where children are involved
 - timely
 - fair
 - respectful
 - trauma-informed where appropriate
 - culturally responsive
 - consistent with privacy, confidentiality and information-sharing requirements.
- 10.6. Detailed requirements for reporting, complaint handling, escalation and response can be accessed in the Child Safety Complaints and Reporting Process and the Child Safe Reporting Policy and Procedure.

11. Breach of Duty of Care

- 11.1. A breach of duty of care may occur where Council personnel, contractors, volunteers or other people engaged by or on behalf of Council fail to take reasonable steps to prevent, identify, reduce or respond to reasonably foreseeable harm within the scope of their role, responsibilities or Council's control.

11.2. A breach may include, but is not limited to:

- failing to identify, assess or manage known or reasonably foreseeable risks,
- failing to provide appropriate supervision where required,
- failing to maintain safe premises, equipment or environments,
- failing to comply with relevant Council policies, procedures or child safe requirements,
- failing to act on, report or appropriately respond to safety or child safety concerns,
- failing to follow identified risk controls, supervision arrangements or local safety requirements, and,
- failing to ensure appropriate training, support, resources or systems are in place to support safe practice.

11.3. Where an alleged or actual breach of duty of care occurs, Council will respond in accordance with relevant policies, procedures and legislative requirements. This may include review, corrective action, training, supervision, restriction of duties, disciplinary action, contractual action, referral to external authorities, or review of systems and controls, depending on the nature and seriousness of the matter.

11.4. Council recognises that duty of care obligations exists alongside obligations under other legislation, including child protection, work health and safety and criminal law. A breach of duty of care may result in organisational, regulatory, civil or criminal consequences.

11.5. Any person may raise a concern, complaint, allegation, incident or report relating to a potential breach of duty of care. All matters will be taken seriously and managed in a timely, fair, respectful and, where appropriate, trauma-informed manner in accordance with Council's complaints, reporting and investigation processes. Relevant processes for reporting, escalation and response are set out in the Child Safety Complaints and Reporting Process and any other applicable Council procedures.

12. Roles and Responsibilities

Council and Chief Executive Officer: Council and the Chief Executive Officer are responsible for endorsing and supporting the implementation of this Policy, allocating appropriate resources, and ensuring that safety, child safety and duty of care are reflected in governance, risk management, decision-making and organisational culture.

Executive managers: Executive managers are responsible for implementing this Policy in their areas of responsibility, supporting safe practice, child safe practice, monitoring compliance, responding appropriately to concerns, and ensuring that relevant induction, supervision, risk controls and local arrangements are in place.

Council personnel: All Council personnel must:

- comply with this Policy and related Council policies, procedures and requirements,
- take reasonable steps to meet their duty of care responsibilities,
- uphold the Child Safe Code of Conduct and other relevant standards of behaviour,
- act on safety and child safety concerns and report them promptly and appropriately,
- contribute to safe, respectful and inclusive environments,
- participate in required induction, training, supervision and other safety requirements, and,
- follow lawful directions, risk controls, local safety requirements and corrective actions relevant to their role.

Child Safe Lead or delegated child safety contact: The Child Safe Lead, Child Safety Officer, or other delegated child safety contact provides advice, coordination and support in relation to child safe practice, reporting, escalation, guidance, monitoring and continuous improvement.

Contractors, volunteers and third parties: Contractors, volunteers and third parties must comply with relevant safety, conduct and child safe expectations applying to their role, service, activity or access to Council facilities, and cooperate with Council directions and requirements relevant to safety and child safety.

Families, carers and community members: Families, carers and community members are encouraged to support safety and child safety by understanding Council's approach, following relevant conditions of use, and raising concerns where needed.

- 12.1. More detailed responsibilities for roles can be accessed in relevant position descriptions, delegation instruments, the Child Safe Lead / Child Safety Officer role description, the Child Safe Code of Conduct, and related procedures or local instructions.

13. Communication and Accessibility

- 13.1. Council will take reasonable steps to ensure that this Policy, and relevant information about safety, duty of care and child safety, are communicated in ways that are accessible, appropriate and understandable for different audiences, including Council personnel, children and young people, families, carers, communities and relevant third parties.
- 13.2. Council recognises that effective communication supports safer environments, clearer expectations, and more accessible pathways for raising concerns, complaints or reports.
- 13.3. This may include:
- making the Policy publicly available
 - providing child-friendly and family-friendly information where appropriate
 - publishing or displaying key safety, child safe and reporting information
 - providing information in plain language and alternative formats where reasonably practicable
 - supporting understanding through induction, briefing, signage, website content or local guidance
 - using communication approaches that are culturally appropriate and responsive to the needs of the local community, where relevant.
- 13.4. Further guidance about communication, publication, accessibility and local rollout can be accessed in the Guidelines for the Rollout of the Child Safe Policy Suite, public-facing child safe information, signage and related guidance materials.

14. Monitoring, Review and Continuous Improvement

- 14.1. Council will monitor the implementation of this Policy and use feedback, incidents, complaints, concerns, risk information, audits, reviews and other relevant information to strengthen child safe practice, safety and duty of care over time.
- 14.2. Council recognises that effective child safe practice requires ongoing review, learning and improvement.
- 14.3. Council will take reasonable steps to identify gaps, respond to emerging risks, and improve the effectiveness of its child safe systems, controls, communication and practices, as well as broader safety and duty of care arrangements.
- 14.4. Council will use available information to assess whether:
- children and young people are safer in Council services, facilities, activities and environments
 - child safe expectations are understood and applied in practice
 - concerns, complaints, incidents and disclosures are being identified, responded to and escalated appropriately
 - risk controls, supervision arrangements and environmental safeguards are effective
 - communication, reporting pathways and accessibility measures are working for children, families, communities and Council personnel
 - further action, training, system improvement or local controls are needed.

- 14.5. This Policy will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, complaint trends, child safety concerns, or review findings.
- 14.6. Monitoring and review activities may also be informed by the Child Safety Risk Framework, related procedures, implementation guidance, incidents, complaints, feedback and other relevant review processes.

15. Related documents – External

- Criminal Code Act 1899
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-1899-009>
- Education (General Provisions) Act 2006
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2006-039>
- Education (Accreditation of Non-State Schools) Act 2017
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2017-023>
- Education and Care Services National Law (Queensland)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2011-011>
- Education and Care Services National Regulations
<https://www.legislation.gov.au/Series/F2011L02195>
- Human Rights Act 2019:
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005>
- Family and Child Commission Act 2014: <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2014-034>
- Local Government Act 2009: <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2009-017>
- Local Government Regulation 2012: <https://www.legislation.qld.gov.au/view/html/inforce/current/si-2012-0255>
- National Disability Insurance Scheme Act 2013
<https://www.legislation.gov.au/Series/C2013A00020>
- QLD Pool Standards (Public) (Councils):
<https://www.qbcc.qld.gov.au/home-owner-hub/swimming-pools/pool-safety-standard>
<https://www.qld.gov.au/housing/buying-owning-home/pool-safety/pool-laws-and-standards>
https://www.health.qld.gov.au/_data/assets/pdf_file/0021/444612/water-quality-guidelines.pdf
https://www.housing.qld.gov.au/_data/assets/pdf_file/0033/58983/guideline-local-government-swimming-pool-safety.pdf
https://www.hpww.qld.gov.au/_data/assets/pdf_file/0016/4246/local-government-swimming-pool-safety.pdf
<https://www.worksafe.qld.gov.au/safety-and-prevention/hazards/hazards-index/managing-the-risks-of-public-swimming-pools>
<https://chrc.qld.gov.au/business-and-development/building-renovating/swimming-pools-2/>
<https://education.qld.gov.au/curriculum/stages-of-schooling/CARA/activity-guidelines/swimming-in-pools>
- Work Health and Safety Act 2011: <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2011-018>
- Work Health and Safety Regulation 2011
<https://www.legislation.qld.gov.au/view/html/inforce/current/si-2011-0240>
- Anti-Discrimination Act 1991 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1991-085>
- Blue Card Services (Queensland Government)
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card>
- Child and Youth Risk Management Strategy requirements
<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card/child-and-youth-risk-management-strategy>
- Child Safe Organisations Act 2024 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2024-049>
- Child Protection Act 1999 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010>

- Child Safe Standards and Universal Principle (Queensland)
(Adopts the National Principles, including the Aboriginal and Torres Strait Islander cultural safety principle)
<https://www.qfcc.qld.gov.au/sector-support/child-safe-organisations>
 - Human Rights Act 2019 (Qld) <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005>
 - Information Privacy Act 2009 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/current/act-2009-014>
 - Mandatory Reporting QLD <https://www.families.qld.gov.au/our-work/child-safety/about-child-protection/mandatory-reporting>
 - National Principles for Child Safe Organisations <https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations>
 - National Disability Insurance Scheme Act 2013 (Cth) <https://www.legislation.gov.au/Series/C2013A00020>
 - NDIS Code of Conduct Rules 2018
<https://www.legislation.gov.au/Series/F2018L00625>
 - NDIS Provider Registration and Practice Standards Rules 2018
<https://www.legislation.gov.au/Series/F2018L00630>
 - NDIS Practice Standards <https://www.ndiscommission.gov.au/providers/ndis-practice-standards>
 - Public Records Act 2023 (Qld) <https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2023-033>
 - Privacy Act 1988 (Cth) <https://www.legislation.gov.au/Series/C2004A03712>
 - Queensland Police emergency and Policelink reporting information
QPS Policelink (131 444) for non-urgent reporting; Triple Zero (000) in emergencies.
<https://www.police.qld.gov.au/policelink-reporting>
 - Queensland Child Safe Standards and Queensland Family and Child Commission guidance
<https://www.qfcc.qld.gov.au/childsafestandards>
 - Reportable Conduct Scheme Guidance (QFCC) <https://www.qfcc.qld.gov.au/publication/guide-queenslands-reportable-conduct-scheme>
 - Report child abuse – Department of Child Safety (Regional Intake Service; After Hours 1800 177 135).
 - Working with Children (Risk Management and Screening) Act 2000 (Qld)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-060>
- Working with Children (Risk Management and Screening) Act 2000 (Qld)
<https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-001>

16. Policy Review

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

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

17. Approval

This policy was duly authorised by the Kowanyama Aboriginal Shire Council on 28 July 2026 as Kowanyama Aboriginal Shire Council's Supervision and Duty of Care Child Safe Policy and shall hereby supersede any previous policies of the same intent.

4.4.1 – Information Report

Title:	EMRIES Monthly Update
Author:	Acting Executive Manager, Roads, Infrastructure and Essential
Meeting Date:	Services 28 July 2026

Executive Summary

To provide Council with an update of activities undertaken by the Roads, Infrastructure and Essential Services Department within Council for the month of June 2026.

Building services (Qbuild Maintenance Program)

QBuild has 212 work orders currently in progress, 17 work orders awaiting approval, 10 completed work orders, 9 unscheduled work orders and 523 work orders have been invoiced to date.

The current aged work order profile consists of 151 jobs aged between 0–60 days, 14 jobs aged between 61–120 days, and 54 jobs aged greater than 121 days. The number of work orders currently in progress has increased since the previous reporting period.

Parks and gardens

The Parks and Garden crew continues to undertake vegetation management, rubbish and debris collection around public areas, mowing, slashing, weed spraying and general open space maintenance across Council facilities and public spaces.

Council has employed a local person within the Parks and Garden crew to assist with the workload and support ongoing town clean up activities as required. This additional local employment will help improve capacity for maintaining town presentation, public areas and open spaces.

Airport

RPT Flight Movements

21 Skytrans Flights – 1 late departure, 1 cancellation.

41 Hinterland Flights – no late departures nor cancelled flight.

Charter

39 Flights; 5 after hours/weekend call out.

RFDS

23 Flights; 9 after hours/weekend callouts.

Fuel

18,736L dispensed during June 26. Average approx. 4,372L per week.

50,818L available as at COB 30/06/2026

Fuel restrictions have been removed as of June. There will be no impact to RPT or food charter deliveries.

Current NOTAMs in place for increased bird hazards.

NOTAM #	Description	Raised by	date	Outcome
C16/26	Jet A1 not available exc RPT and RFDS (500L Max)	YKOW	03/04/26	Cancelled 26/5/26
C30/25	INCREASED BIRD HAZARD	YKOW Reissued by NAIPS	31/07/25	Current/renewed to 30/07/26

Essential services

Routine and network maintenance works continuing 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.

Road Infrastructure

The DRFA Roads Program continues to progress in accordance with the approved delivery schedule. Emergency Works on the Kowanyama–Dunbar Road corridor has been completed, with township pothole repairs and maintenance works currently underway. Procurement for the 2025–26 Sealed and Unsealed Roads Reconstruction packages has commenced, with construction activities scheduled to be mobilised during the 2026 dry season. Flood damage assessments have also been completed to support ongoing QRA funding submissions.

The Road Infrastructure Program continues to support Council's long-term transport network resilience through investment in flood recovery, reconstruction and road safety initiatives. The Flood Risk Management Study has been completed, and recommendations from the Road Safety and Signage Assessment are being reviewed to guide future infrastructure upgrades and funding priorities. Procurement, contract mobilisation and project planning remain focused on delivering the approved reconstruction program during the current dry season.

The Aerodrome Rehabilitation Program remains on track. Phase 1, including runway, apron and taxiway rehabilitation, has been completed. Planning and design activities are progressing for Phase 2, which includes fuel storage and delivery upgrades, stormwater improvements and concrete access works. Construction is anticipated to be completed by December 2026.

The Roads to Recovery (R2R) Program provides \$1.385 million over four years to support road infrastructure improvements. Current funding has been allocated to supplementary stabilisation works outside the DRFA Betterment Program, with future projects to be determined following completion of the Flood Risk Management Study and Local Roads and Transport Assessment

Subdivision Housing Program Update

The Department of Housing is currently reviewing the proposed 4-bedroom dwelling design for the subdivision housing project. Council is yet to receive a formal response from the Department, and progression of the design remains subject to departmental review and approval.

Lackon remains on track to target September for tendering of the 4-bedroom dwelling package, subject to the Department's decision and review of the design. If approved, the project will proceed to tender in September.

Community Hub

The Community Hub project continues to progress. The design review was provided at the previous Council meeting, and the project has progressed with design updates based on Council's comments. The geotechnical soil investigation has been completed, and the land survey has also been completed.

Council officers will continue to review the updated design to ensure it aligns with operational requirements and community needs before the project proceeds to the next stage of planning and approvals.

LGGSP – Staff Housing Scheme Grant

Allocated Projects:

Refurbishment to Council Staff Allocated Residences:

- 21A Tulathulum Street – COMPLETED
- 21B Tulathulum Street – COMPLETED
- 21C Tulathulum Street – COMPLETED
- 45A, B, C Chapman Road –Currently at 75% completion
- 523A Chapman Road – COMPLETED

Note: \$33,702.00 of remaining budget is reserved for variation, nil variation spent to date.

W4Q Staff Housing Scheme Grant (Work 4 Queensland)

Allocated Projects:

Refurbishment to Council Staff Allocated Residences:

- 26A Tulathulum Street – COMPLETED
- 11A Wulerr Street – COMPLETED
- 22B Koltmomun Street –Currently on hold due to limited housing availability
- 50 Chapman Road –Currently on hold due to limited housing availability

Note: \$42,692.52 of remaining budget is reserved for variation, nil variation spent to date.

Water Treatment System Upgrades

The Department has advised that the preferred tenderer for the reservoir upgrades project and associated works is expected to be announced shortly. Four tenders were assessed through the evaluation process, with the recommended contractor demonstrating strong capabilities in local employment, workforce training, and successful delivery of reservoir projects in North Queensland Indigenous communities

Water Bore System Update

Following replacement of the bore pump and Variable Speed Drive (VSD), the bore system is now operational and functioning. The VSD controls pump start-up operations and regulates water flow within the system.

The bore has been recommissioned following flushing, cleaning and water quality testing, with the system now returned to service.

Magnificent Creek

The Magnificent Creek Stabilisation Project is approximately 95% complete. Major civil construction works have been completed, with the remaining activities consisting of revegetation, watering and installation of car park bollards. An Extension of Time has been approved by the Queensland Reconstruction Authority to 31 December 2026, with final revegetation works expected to be completed by October 2026.

Ranger Program

Rangers Anzac Frank and Shernal Banjo undertook Authorised Persons training to support the Ranger Program's operational capacity and strengthen the team's ability to undertake compliance-related activities within the Shire.

Two new ranger staff, Johnesa Clark and Jacob Aiden, have commenced with the program. Their commencement will assist in maintaining service delivery, supporting field operations and increasing local workforce participation within the Ranger team.

Two Ranger positions have recently become vacant following the departure of Braydon Collins and Jarrah Sinnamon. These vacancies have created a need to backfill positions to ensure ongoing delivery of ranger activities and environmental management priorities.

The program is seeking to backfill the vacant Ranger positions from the existing pool of applicants interviewed in March. This approach is intended to reduce recruitment delays and maintain continuity of operations across planned ranger activities.

The Ranger Program worked with Gulf NRM Group to undertake weed monitoring activities across the Shire, with a particular focus on identifying Prickly Acacia and Parkinsonia. Aerial surveys are planned to follow this work to assist in identifying targeted treatment areas and support future weed management planning.

The Ranger Program also worked with Cape York NRM Group to undertake beach monitoring activities at Topsy Beach, where early nesting sites have been identified. Rangers also conducted surveys of pig activity in wetland areas, with the information to be used to inform planned aerial pig control activities scheduled for August.

4.4.1.a – Agenda Report

Title:	Adoption of First Nations Payment Guide for Engagement of Traditional Owners
Author:	Acting Executive Manager, Roads, Infrastructure and Essential Services
Meeting Date:	28 July 2026

Resolution:

That Council adopt the Department of the Environment, Tourism, Science and Innovation *First Nations Payment Guide* (Version 6.03) as Council's payment guide for the engagement of Traditional Owners for cultural products, services and activities, and authorise the Chief Executive Officer to implement the Guide in accordance with Council's Procurement Policy and Financial Delegations.

Purpose:

The DETSI Guide is an established Queensland Government resource developed specifically to support fair and consistent engagement of First Nations people. Adoption of an externally developed guide reduces the need for Council to independently develop payment schedules and provides a recognised benchmark.

Background:

Council regularly engages Traditional Owners and cultural knowledge holders to provide services including:

- Cultural advice
- Cultural heritage guidance
- Participation in workshops and meetings
- Welcome to Country and ceremonies
- On-Country inspections
- Cultural performances
- Cultural education and inductions
- Specialist cultural knowledge for projects and planning

At present, Council does not have a formal payment guide that provides consistency when engaging Traditional Owners.

The Department of the Environment, Tourism, Science and Innovation has developed the First Nations Payment Guide, which establishes standard payment rates, payment principles and engagement procedures for First Nations people providing cultural expertise, products and services. The Guide is intended to ensure payments are fair, transparent and consistent while recognising the value of Indigenous Cultural and Intellectual Property (ICIP) and cultural knowledge.

Recommendation:

That Council:

1. Notes the Department of the Environment, Tourism, Science and Innovation First Nations Payment Guide Version 6.03.
2. Adopts the Guide as Council's reference framework for determining remuneration for Traditional Owner cultural products, services and activities.
3. Notes that all engagements remain subject to Council's Procurement Policy, Financial Delegations and legislative requirements.
4. Authorises the Chief Executive Officer to implement the Guide and develop any associated administrative procedures required for its application.

First Nations Payment Guide

1 Acknowledgement of Country

The Department of the Environment, Tourism, Science and Innovation acknowledges that Aboriginal peoples and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with. We celebrate the deep and enduring connection of Aboriginal peoples and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal peoples and Torres Strait Islander peoples, and the important contribution they make to our communities. We reflect on the continuing impact of government policies and practices and recognise our responsibility to work together with Aboriginal peoples and Torres Strait Islander peoples, families and communities, towards improved environmental, social and cultural outcomes.

2 Purpose

The 'First Nations Payment Guide' (the Guide) aims to ensure that First Nations people are paid fairly and consistently when they share cultural knowledge or participate in activities with the Department of the Environment, Tourism, Science and Innovation (the department). The Guide sets out the department's agreed payment standards for situations where First Nations peoples share cultural expertise to inform the department's work.

The approved daily payment is based on a 2006 Land and Resources Tribunal (now the Land Court) decision (File No. NAD173/05 – *Queensland Electricity Transmission Corporation Ltd (trading as Powerlink Queensland) and Bonner [2006] QLRT 8 (Koppenol P)*) and is a starting point for payments. The rate has been regularly updated to match Consumer Price Index (CPI) increases. It also includes on-costs such as superannuation and payroll tax but does not include meal or incidental allowances, which can be applied separately.

The Guide aligns to the principles and values of the department's *Gurra Gurra Framework 2020-2026* and supports the commitment to strengthen partnerships with First Nations peoples, respecting and incorporating First Nations' knowledge in land and sea management, and increasing policy and program co-design with First Nations peoples.

3 Human Rights Compatibility

The department is committed to respecting, protecting and promoting human rights. Under the [Human Rights Act 2019](#) the department must act and make decisions in a way that is compatible with human rights and, when making a decision, to give proper consideration to human rights. When making a decision under this Guide, decision-makers must comply with that obligation (refer to [Comply with Human Rights Act 2019](#)).

4 Definitions

First Nations peoples: a collective term for Aboriginal peoples and Torres Strait Islander peoples that emphasises Aboriginal peoples and Torres Strait Islander peoples are the original inhabitants of Australia who have lived here for thousands of years. In this Guide the term First Nations peoples includes Traditional Owners, Traditional Custodians, and specific Aboriginal groups and Torres Strait Islander groups.

Country: a term often used by First Nations peoples to describe land, water, air, plants, animals, seasons, weather, people and sky to which they are connected. Traditional Country exists whether native title has been formally determined or not.

Indigenous Cultural and Intellectual Property (ICIP): refers to the rights of Aboriginal and Torres Strait Islander peoples to their cultural heritage, based on a fundamental right to self-determination. Cultural heritage includes all aspects of cultural practices, traditional knowledge, resources and knowledge systems. This includes languages, cultural expression, performances, cultural objects and resources, significant sites. These rights are enshrined in the United Nations Declaration on the Rights of Indigenous Peoples, particularly Article 31(1), which Australia supported in 2009. Note: Current Australian regulatory frameworks do not yet fully reflect these rights.

Indigenous/cultural knowledge: describes the traditional knowledge and cultural expressions of Indigenous peoples. It covers practices, skills, innovations, and processes that have been developed through extensive interaction with Country. This knowledge is often passed down through generations, and it includes insights and experiences that are specific to a particular Country or community. It is adaptive, dynamic, and cumulative, reflecting centuries of experience and intimate understanding of the environment.

5 How to use this Guide

The Guide has six main sections (Scope, Guiding Principles for Payment, Variations, Procedure, Payment Process, Schedule 1 – Approved Rates of payment) and should be read in full.

Each division in the department should keep a divisional register to track and record every time a variance is approved to pay rates different from the payment rates in the Guide (see 7.1 Variations). This register supports consistency across the department.

For more information, read the Frequently Asked Questions (FAQs) available on Jawun or visit the FNPG Staff Portal on SharePoint; or contact Collaboration and Partnership Futures team - fn.engagement@detsi.qld.gov.au.

6 Scope

6.1 In scope

Schedule 1 lists the approved payment rate for engaging First Nations peoples for activities, services, and products, such as cultural advice, specialist services and interpretive material. The rates are the department's standard rates for the examples listed, but the list is not exhaustive.

If an activity, service, or product is not listed in Schedule 1, staff should consult with the First Nations group and seek advice/endorsement from the relevant Executive Director (ED) or Assistant Director-General (ADG) regarding the

scope of the activity, product or service, to determine an appropriate rate prior to the commencement of a project/engagement. This includes determining whether payment can be made through the Payment Guide or if the product, service or activity may be considered procurement (as a general good, service, consultancy, contractor, or construction, building and maintenance). If so, the department's standard procurement processes must be followed (available on DETSI intranet – search 'procurement'). Contact DETSI Procurement (ProcurementDES@detsi.qld.gov.au) for advice if you are unsure.

Invoices submitted by Registered Native Title Bodies Corporate (RNTBC), Prescribed Bodies Corporate (PBC), Land Trusts, Aboriginal Corporations, and other third-party organisations (with an Australian Business Number (ABN)) may include up to **15% administration** for co-ordination, overheads, administering payments, accounting and/or audit requirements. This **15% is not negotiable**.

6.2 Out of scope

The Guide does not apply to:

- unsolicited invoices for products, services or activities which do not have prior mutual agreement.
- payments to employees of organisations (RNTBCs, PBCs, Land Trusts, or Aboriginal Corporations) who attend meetings/workshops or engage in other activities with the department, as part of **paid** employment with that organisation. Associated travel expenses may be paid by the department at the discretion of the financial delegate, considering operational budgets and with prior agreement.
- activities already funded by the department through specific funding arrangements, including:
 - Indigenous Management Agreements (IMA) for joint management arrangements in the Cape York Peninsula area and the Quandamooka Indigenous Joint Management areas.
 - For Cape York Peninsula protected areas follow the Procedure for Joint Management Meeting Costs for National Parks (Cape York Peninsula Aboriginal Land).
 - Cape York Peninsula Tenure Resolution Program applying to land tenure negotiations and associated meetings with Traditional Owner Negotiation Committees (TONCs).
 - Cooperative Management Agreements (CMA) and related Indigenous Land Use Agreements (ILUAs).
- payments to First Nations people currently employed or funded by the Queensland Government for work already covered by existing programs, grants or projects (e.g., Reef Assist program or the Queensland Indigenous Land and Sea Ranger program).
 - Exception: Where departmental First Nations staff attend departmentally organised activities to meet cultural responsibilities outside their normal work role, and have taken the appropriate unpaid leave, the Guide applies. Staff should discuss options and obtain approval from their supervisor and/or HR.
 - To manage potential conflict of interest between an employee's departmental responsibilities and activities paid under the Guide, staff should refer to the 'Conflict of Interest and Engaging in Other Employment Policy and Procedure' (available on the DETSI intranet).
- activities where a service agreement has been negotiated or a Cultural Heritage Management Plan/Agreement or Protocol has been negotiated and executed.

- responding to Future Act Notifications (the fees associated with this are determined by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development). Contact the department's Native Title Contact Officer (NTCO) (DES.NT_CH.enquiries@detsi.qld.gov.au) for advice if you are unsure.
- activities relating to native title connection material research, native title consent determination negotiations, court hearings on Country, or attending determination hearings.
- payment for advisory committees, boards or working groups appointed by a Minister and/or endorsed by Cabinet, or other Statutory Advisory Committees – refer to the 'Remuneration Procedures for Part-time chairs and Members of the Queensland Government Bodies' (visit <http://premiers.qld.gov.au> and search: remuneration).
- requests of a general nature, such as requests for comment on proposed regulatory changes, or documents open for public consultation.
- payment arrangements associated with repatriation and burial of ancestral human remains or cultural heritage objects on protected areas.
- activities led by another department or jurisdiction (except by agreement).

7 Guiding principles for payment

- The department is committed to paying First Nations people fairly and consistently for sharing traditional and cultural knowledge and participating in co-stewardship activities related to their Country with the department.
- When administering public funds, the department must be accountable and effective, and act in accordance with the Government's Financial Practices. These practices must guide all parties in planning and implementing their activities and services under the Guide.
- Always offer payment to First Nations people when they have been engaged to provide cultural expertise, cultural activities, participate in departmental activities and deliver services and products, such as those in Schedule 1, whether or not payment is expected. In some circumstances, benefit may be provided through training or mentoring. This should be discussed and agreed between all parties involved, including the financial delegate, in advance.
- First Nations people should not be 'out of pocket' for agreed products, services, and activities. For example, negotiations between the department and First Nations people to develop grant or service agreements for fee for service work would generally not attract a payment. However, if pre-meetings or on-site inspections are required, ensure First Nations people are not 'out of pocket' for participating.
- Payment rates should reflect the total work commitment required to undertake the activity or deliver the service or product. This may include additional time required for research for design, translation of interpretive material, and meeting preparation, as well as community consultation, engagement and authorisation processes necessary for the delivery of the product, service or activity. This should be discussed and agreed in writing in advance.
- Ensure fairness, reasonability, and compliance with public sector financial management requirements when making arrangements, negotiating and agreeing payment rates. This includes alignment with the DETSI

Financial Management Practice Manual, Queensland Procurement Policy (QPP), and relevant legislation to ensure transparency, integrity, accountability, due care, and public defensibility of payments made.

7.1 Variations

- If a First Nations party or individual requests to be paid a higher rate than the rate in Schedule 1, staff should gather information on the request including the reason or background why an alternate rate should apply, and this should be escalated to the relevant ED or ADG for approval prior to making any agreement for payment.
- Any request should consider fairness and reasonability for First Nations people and the relevant division. Further information can be found through the Fair Work Ombudsman Australia and the Queensland Procurement Policy.
- Where a decision has been made to pay above the Schedule 1 rate, details are to be recorded in the First Nations Payment Guide Variations Register (located in the FNPG Staff Portal on SharePoint). A decision not to approve should also be recorded.

8 Procedure

General payment rules:

- For work exceeding four hours, the full day rate applies, and for up to four hours, the half-day rate applies. This is based on a reasonable workday length. Hourly rates are not applicable.
- No additional fee is payable for extra time worked on the day unless agreed in writing prior to the work or activity commencing. If services are provided over multiple days, the department may reimburse reasonable out of pocket expenses (e.g. accommodation and meals). The Queensland Government Domestic Travelling and Relieving Expenses Directive, although not directly applicable to non-government employees, is to be used as a guide.
- The financial delegate is responsible for determining, following consultation with the First Nations party by relevant staff, the reasonable work time for activities and delivery of services and products. This should be agreed and communicated in writing.
- Where rates being sought by the First Nations party are higher than the approved rate in Schedule 1, they are to be elevated to the relevant Executive Director or Assistant Director-General for approval as per 7.1.
- The administration fee includes costs that are not directly incurred by an organisation to cover operational and support expenses, such as preparing invoices. This fee also includes co-ordination charges and similar fees, including charges by third-party providers. The administration fee can be applied to invoices issued by an organisation or by an individual if they have an ABN. The maximum **administration fee** that can be applied under the Guide is **15%** of the total invoice. This is not negotiable and not part of the Variation process in 7.1.
- **Accommodation and travel** should generally be arranged by the department and based on the schedule of rates in the Queensland Government Domestic Travelling and Relieving Expenses Directive. Where this is not possible or practical, the department may reimburse reasonable and legitimate out of pocket expenses **subject to prior agreement** and provision of receipts. Approval of this expenditure is required prior to travel by the relevant financial delegate.

- Travel and accommodation costs for a third-party representative (such as carers or legal representatives) may be covered by the department in circumstances where First Nations people require third-party support to participate in activities, subject to prior negotiation and approval by the relevant financial delegate.
- **Transport costs** - where possible, the use of public transport is preferred for travel to and from airports and venues. If a taxi is required, a Cab Charge Voucher can be provided, or the fare reimbursed if a valid tax invoice/receipt is provided. Public transport and rideshare fares can also be reimbursed with a valid tax invoice/receipt. If an individual has approval from the financial delegate to use a private vehicle, they may claim either mileage reimbursement of \$0.91 per kilometre (refer <https://www.ato.gov.au/> and search 'motor vehicle' to verify the current rate) **or** receive fuel reimbursement by providing a receipt (but not both) for the fuel consumed while attending and delivering agreed activities. Where agreed by both parties, departmental staff may pick up First Nations peoples in a government vehicle subject to Fleet Management – Leased Motor Vehicles Policy.
- Payment in advance is not generally supported, however, when a payment in advance is requested to support participation, funding for meal allowance and/or for fuel can be arranged - refer to the relevant financial delegate for assessment, advice and approval. First Nations people receiving a payment in advance should be informed that if a payment is made and the person does not attend, then reimbursement will be expected and sought by the department.
- Goods and Services Tax (GST) applies to cultural and specialist services provided by First Nations people and to travel allowances. Ensure GST is included in invoices if the supplier has an ABN and is registered for GST (see 'Application of GST' section for more detail).

Engagement process:

1. Staff to clearly identify what activity, service or product is required, the scope of works, and the most appropriate mechanism to capture the agreement for the works (i.e., email in writing, contract, grant agreement).
2. Engage with First Nations people early in project design, planning and budgeting. Follow relevant local protocols to ensure contact is made with the First Nations person or people who can speak for their Country (including nominated representative organisations) in relation to the proposed activity, service, or product.
3. Discuss payment rates with First Nations people/group for activity/product/service required (refer Schedule 1). More than one rate may apply, for example, workshop participation and Welcome to Country. Include third-party providers in discussions if applicable.
4. Consider and discuss what meals will be provided (for catering refer to the DETSI Financial Management Practice Manual) and/or meal allowances payable, if eligible, using the *Queensland Government Domestic Travelling and Relieving Expenses Directive* as guidance. Discuss travel arrangements, if necessary.
5. Confirm **in writing**:
 - conditions for payments and the rate of payment
 - the administration fee is 15% (non-negotiable)
 - how many day/s are required and the terms

- what allowances are relevant
 - the required and agreed number of participants
 - if any other people are required, such as carers
 - travel and accommodation requirements with the First Nations person/group.
 - deliverables such as a report, written cultural clearance, feedback, and designs
 - the deadlines.
6. Address any requests to vary the payment rate in accordance with the process in 7.1.
 7. Consider Indigenous Cultural and Intellectual Property (ICIP) rights early. Consent for ICIP use must be obtained through consultation with relevant First Nations people and documented. Different forms of documentation include written agreements, letters of support, email correspondence, audio or video recordings, with considerations for the *Human Rights Act 2019* regarding ownership and control of intellectual property.
 8. Confirm receipt of acceptance on the agreed product/service/activity and the agreed payment rate **in writing** prior to the provision of the product/service/activity. This can be an email exchange between the relevant parties. In the absence of accepted written agreement, the department may refuse to pay an invoice for the service/activity/product.

9 Payment process

- Advise the person/group to submit a valid tax invoice within 30 days of completing the activity. A valid tax invoice must meet the minimum requirements determined by the Australian Taxation Office (ATO).
- Check if a General Purpose Expenditure Voucher (GPEV) and approved Vendor Master Creation Form to Queensland Shared Services (QSS) needs to be submitted so the department can pay the invoice. For more information on GPEV and Vendor Master Creation forms, refer to the DETSI Financial Management Practice Manual (Accounts payable related issues section). This can take time and may be set up before receiving an invoice.
- Confirm that the activities, services or products outlined in the invoice are consistent with what has been agreed in writing previously.
- Check that the administration fee applied to the total amount does not **exceed 15%** on invoices from entities such as RNTBC, PBC or businesses (including third-party providers). An administration fee is not to be applied to invoices from individuals unless they quote an ABN.
- Note, departmental preference is to pay organisations with an ABN that provide a valid tax invoice, such as First Nations corporations and businesses. Where this is not available or appropriate, a one-off payment to an individual can be made with a Statement by a Supplier form from the ATO attached to the invoice. Refer to Section 11.2 and the ATO website for the conditions of use of a 'Statement by a Supplier' form (visit <https://ato.gov.au> and search 'Statement by a supplier not quoting an ABN').

- Payments will be processed upon receipt of a valid tax invoice containing an ABN or an invoice with the Statement by a Supplier form.
- If the invoice lacks a Statement by Supplier form or ABN, withholding tax will be deducted as per the ATO's relevant withholding rate.
- GST – Refer to section 11 'GST Information' below.
- Payment for low value, low risk and direct purchases should be made by Corporate Card where possible (such as payments for commercial services including Welcome to Country events).
- The department is committed to paying correctly rendered undisputed tax invoices to vendors who qualify as small businesses within 20 calendar days. For further details, refer to the DETSI Financial Management Practice Manual (Accounts payable related issues section) regarding timely payments to small business suppliers (those employing less than 20 people), in line with the Queensland Government's On-Time Payment Policy.
- Suppliers who may qualify to be registered as a small business should be encouraged to register via the Public Portal (post registration, QSS will access the registrations and update the vendor master payment term to 20 days).
- Payments are to be costed against **general ledger (GL) code 530281 (Traditional Owner Services)** with a description of the service provided (e.g., Cultural Advice payment, Welcome to Country, etc.).
- Travel expenses should be costed to **general ledger (GL) code 526034 (Travel – Special Services)** and must have the name of the traveller associated. Other expenses, such as catering, taxi fares, and so on, should be posted to the relevant code.

9.1 Privacy

Any personal information related to payments must be collected, stored, used and/or disclosed in compliance with the *Information Privacy Act 2009*. Provide the individual receiving the payment with the following statement or similar:

'The Department of the Environment, Tourism, Science and Innovation collects your personal information, including your:

- Name
- Email address
- Address
- Telephone number
- Bank accounts
- Commentary or opinion.

We collect this information to make payment to you.

We will only use your information for this purpose. It will otherwise not be used or disclosed unless authorised or required by law. Your personal information will be handled in accordance with the *Information Privacy Act 2009*.'

If a service provider is employed to manage the payments on the department's behalf, the provider should be employed under a contract requiring that they comply with the *Information Privacy Act 2009*.

Personal information should not be transferred outside of Australia. If this is likely to occur, further advice must be obtained beforehand.

9.2 Work health and safety, well-being, duty of care and insurance cover

The department has a duty of care to ensure the health and safety of all workers and any other people who may be exposed to risk through the conduct of activities.

To meet this duty of care, staff should ensure that all First Nations people working with the department have undergone an appropriate site safety induction before undertaking any activities with the department. This includes:

- undertaking orientation at sites
- wearing and using appropriate personal protective equipment (PPE), and appropriate and safe operation of equipment, if applicable
- confirming understanding of safety and emergency procedures, such as designated remote area procedures
- following park hazard alerts
- following all lawfully given site specific safety instructions.

First Nations people undertaking activities under the Guide are required to:

- co-operate with any work health, safety and wellbeing instructions and processes
- wear appropriate PPE (when required)
- not place their own or others health and safety at risk.

Where relevant, information about work health, safety and wellbeing may be provided.

For more information search 'Work Health and Safety Risk Management Procedure' on the DETSI intranet.

Individuals engaged through an organisation such as a PBC, RNTBC or similar, or through a third-party private provider, may have cover for personal illness and accident, and public liability provided. This is not the case for all organisations.

Under the *Work Health and Safety Act 2011*, the department's employer responsibilities extend to First Nations peoples paid under this Guide. (Note: *the Queensland Government has a range of insurance arrangements, including self-insurance. Any incident involving a person paid under this Guide should be escalated through your reporting lines for advice, together with completion of the standard incident reporting requirements*).

Note: It is important to note that Aboriginal and Torres Strait Islander peoples are not stakeholders, they are partners with unique rights and interests over lands that we manage as protected areas, or over which we undertake our legislative and regulatory requirements. Staff must ensure that respect for these rights and interests and cultural identity is centred in our engagement approach. Where there is a dispute around any directions provided, these should be escalated through reporting lines to assist in dispute resolution.

10 Schedule 1 - Approved rates of payment for First Nations people working with DETSI

This section must be read in conjunction with the **Guiding Principles for Payment, Variations, Procedure** sections.

Examples of product, service or activity	Payment rate for service (effective from 1 July 2026) (excludes GST)	Accommodation and travel costs (if required)
1. Cultural and specialised services and advice, and sharing of cultural knowledge and scientific expertise and advice, on behalf of Country and people, including participation: - at meetings/workshops to discuss and develop departmental programs, projects, strategies, policies, procedures and plans. - at meetings/workshops to co-develop partnership agreements and protocols relating to governance and management of protected areas, such as ILUAs, Memoranda of Understanding (MoU) and other agreements (outside of Cape York and NSI/MI). - at working group meetings relating to governance and management of protected areas. - on assessment panels e.g. biodiversity, wetlands, grant applications, investment rounds, evaluation committees.	\$653.45 / day (over 4 hours)⁽ⁱ⁾⁽ⁱⁱ⁾ \$326.70 / half day (4 hours or less)⁽ⁱ⁾⁽ⁱⁱ⁾ (Rates include on-costs. See Note(i) below) Requests for rates higher than the recommended rate must be referred to the relevant ED or ADG as per section 7.1 for approval.	Yes See Notes (iii)(iv) below
2. Cultural expertise, information and advice to assist departmental compliance obligations under the <i>Aboriginal Cultural Heritage Act 2003</i> and <i>Torres Strait Islander Cultural Heritage Act 2003</i>. Where this relates to specialised knowledge of a specific community, language group, or Country. For generalised services (where the services could be performed interchangeably within the First Nations business community) refer to the DETSI Procurement Framework.	\$653.45 / day (over 4 hours)⁽ⁱ⁾⁽ⁱⁱ⁾ \$326.70 / half day (4 hours or less)⁽ⁱ⁾⁽ⁱⁱ⁾ (Rates include on-costs - see Note(i) below) Requests for rates higher than the recommended rate must be referred to the relevant ED or ADG as per section 7.1 for approval.	Yes See Notes (iii)(iv) below
3. Targeted and requested cultural expertise, information and advice to inform assessment and decision making under legislation administered by DETSI and considering the <i>Human Rights Act 2019</i>, including (but not limited to): - consultation on proposed environmentally relevant activities (ERAs)/resource activities/activities on QPWS managed areas. - assessing potential impacts on cultural rights, values and resources. Where this relates to specialised knowledge of a specific community, language group, or Country. For generalised services (where the services could be performed interchangeably within the First Nations business community) refer to the DETSI Procurement Framework.	\$653.45 / day (over 4 hours)⁽ⁱ⁾⁽ⁱⁱ⁾ \$326.70 / half day (4 hours or less)⁽ⁱ⁾⁽ⁱⁱ⁾ (Rates include on-costs - see Note(i) below) Requests for rates higher than the recommended rate must be referred to the relevant ED or ADG as per section 7.1 for approval.	Yes See Notes (iii)(iv) below

Examples of product, service or activity	Payment rate for service (effective from 1 July 2026) (excludes GST)	Accommodation and travel costs (if required)
4. Delivering speeches or presentations Where this relates to specialised knowledge of a specific community, language group, or Country. For generalised services (where the services could be performed interchangeably within the First Nations business community) refer to the DETSI Procurement Framework.	To be negotiated on a case-by-case basis, based on what is suitable for the situation and circumstance. Recommended payment rate of \$653.45 / day (over 4 hours)⁽ⁱ⁾⁽ⁱⁱ⁾ \$326.70 / half day (4 hours or less)⁽ⁱ⁾⁽ⁱⁱ⁾ (Rates include on-costs - see Note(i) below)	Subject to circumstances and negotiation with ED or ADG See Notes (iii)(iv) below
5. Cultural ceremonies, such as, smoking ceremonies, Welcome to Country, and 6. Cultural performances, including dance, music and storytelling.	To be negotiated on a case-by-case basis, based on what is suitable for the situation and circumstance. Rate is to be agreed, based on First Nations group's rates for service, and considering market rates. ED or ADG discretion (see Note (iv) below)	Subject to circumstances and negotiation with Executive Director or ADG See Notes (iii)(iv) below
7. Advice on departmental strategies, plans, or projects where specifically requested (relating to knowledge about a particular community, language group or area). If the request is for generalised knowledge, such as comment on documents that are open for public consultation, or not specifically made, then payment under the Guide does <u>not</u> apply.	\$653.45 / day (over 4 hours)⁽ⁱ⁾⁽ⁱⁱ⁾ \$326.70 / half day (4 hours or less)⁽ⁱ⁾⁽ⁱⁱ⁾ (Rates include on-costs - see Note (i) below)	Subject to circumstances and negotiation with ED or ADG See Notes (iii)(iv) below
8. On Country familiarisation, survey and investigation trips at the department's invitation or as negotiated.	\$653.45 / day (over 4 hours)⁽ⁱ⁾⁽ⁱⁱ⁾ \$326.70 / half day (4 hours or less)⁽ⁱ⁾⁽ⁱⁱ⁾ (Rates include on-costs - see Note (i) below)	Yes See Notes (iii)(iv) below
9. Design and delivery of cultural heritage inductions and cultural capability programs to departmental staff and contractors (where this relates to specialised knowledge of a specific community, language group, or Country).	In consultation with the ED or ADG considering market rates (see Note (iv) below) Consider whether the standard DETSI procurement processes apply. Contact DETSI Procurement (Procurement@detsi.qld.gov.au) for advice if you are unsure	N/A

Examples of product, service or activity	Payment rate for service (effective from 1 July 2026) (excludes GST)	Accommodation and travel costs (if required)
10. Cultural products, visual arts and interpretive material, such as photographs, art works and traditional stories, and advice on traditional place names, languages or artwork (where this relates to specialised knowledge of a specific community, language group, or Country). Ensure that any ICIP issues are considered (refer to Definitions). Staff can find guidance on purchasing artwork and the legal agreement to be used, on RangerBase and more information in 'First Nations peoples' artwork guide - A guide for commissioning and use in design products' (search 'First Nations artwork' on DETSI intranet).	In consultation with the with ED or ADG, considering market rates, industry standards and relevant sector-specific awards (e.g. Graphic Arts, Printing and Publishing Award – visit www.fairwork.gov.au and search 'graphic arts award') (See Note (iv) below)	N/A
11. Participation as a panel member in departmental recruitment and selection processes, and on assessment panels (e.g., for assessment of grant applications, procurement processes, investment rounds, evaluation committees).	\$653.45 / day (over 4 hours)⁽ⁱ⁾⁽ⁱⁱ⁾ \$326.70 / half day (4 hours or less)⁽ⁱ⁾⁽ⁱⁱ⁾ (Rates include on-costs - see Note (i) below)	In consultation with the with ED or ADG See Notes (iii)(iv) below
12. Activities such as attending planned burns or wildfires, compliance activities, pest control, and similar operational activities and on-ground works.	Where a First Nations entity or individual is attending, the appropriate engagement method (contract, service agreement) and payment conditions (rate, superannuation, overtime, tax, appropriate industry rates) should be discussed with the relevant ED or ADG.. For example, use of the 2026 Schedule of rates, based on the Miscellaneous Award (see Appendix 1)	Subject to circumstances and negotiation See Notes (iii)(iv) below
13. Attending departmentally funded training within Queensland where there is an opportunity or available place.	Where an invitation is extended to a First Nations entity or individual, the appropriate payment rate should be discussed with the ED or ADG for their discretion. (see Notes (iv)(v) below)	Costs associated with attending training (travel, accommodation, TA, etc.) may be paid, if needed. In consultation with the relevant ED or ADG. See Notes (iii)(iv)(v) below

Examples of product, service or activity	Payment rate for service (effective from 1 July 2026) (excludes GST)	Accommodation and travel costs (if required)
14. Attending conferences, field trips or other inspections within Queensland at the department's invitation.	Where an invitation is extended to a First Nations entity or individual, the appropriate payment rate should be discussed with the ED or ADG for their discretion. (see Notes (iv)(v) below)	Yes See Notes (iii)(iv)(v) below

Notes:

- (i) The daily rate of **\$653.45** is consistent with the Land Court decision (File No. NAD173/05 – Queensland Electricity Transmission Corporation Ltd. (trading as Powerlink Queensland) and Bonner and Ors (2006) adjusted for CPI. The daily and half day rates **include on-costs** (which are labour costs in addition to salaries and wages: i.e., superannuation guarantee contributions, Queensland payroll tax and Queensland Work Cover levy). The current rate is composed of:

- a. Wage component of **\$553.25**
- b. On-cost component of **\$100.20**

The half day rate is **\$326.70**.

The daily rate **does not** include allowances for meals and incidentals. The incidental rate plus meal applied previously has now been separated out. See Note (iii)

- (ii) The financial delegate is responsible for determining, following consultation with the First Nations person or group by relevant staff, the reasonable work time for activities and delivery of services and products. This may include community consultation, engagement and authorisation processes deemed necessary for the delivery of the product, service or activity.
- (iii) Required and agreed approved accommodation, travel costs, meals and incidentals can be paid using the Queensland Government Domestic Travelling and Relieving Expenses Directive as guidance.
- (iv) Refer DETSI Financial Delegations - General Expenditure delegation, and DETSI Human Resources delegations and authorisations.
- (v) For QPWS&P, see Conditions applicable to some Delegation levels; also consider costs, training budget and number of attendees within the division.

10.1 Working examples

The examples show different scenarios and payment approaches which could be applied under this Guide. Note - not every scenario is covered.

Example 1 – workshop held in Brisbane (refer Schedule 1, item 1)

The department is workshop and seeking First Nations peoples' participation, input and expertise to inform a policy, plan, project, or strategy.

Cultural advisor A travelling to Brisbane:

- Person attending as unpaid Aboriginal corporation representative (such as a board member), paid the daily rate plus GST (organisation is GST registered) - rate applicable **\$653.45 plus GST**
- One night accommodation booked and paid for by the department. Cost is up to the allowance for the applicable capital city or country centre using the Queensland Government Domestic Travelling and Relieving Expenses Directive as a guide.
- 1 dinner, 1 breakfast + 1 incidental^(a) (lunch allowance not applicable as lunch provided at workshop)
- Travelling a total of 500 km round trip from home to venue/location to attend, mileage reimbursement = 500 km x \$0.91 per km - **\$455 plus GST**
- Administration fee maximum 15% (includes co-ordination charges and similar fees, and other charges by third-party providers) applies as attendance of advisor A is arranged through a corporation with an ABN.
- The highlighted fields in the example below must be completed to be a valid tax invoice for a sale over \$1,000.

Example Tax invoice - cultural advisor A submitted by a corporation:

Tax Invoice		LOGO or Business/organisation name	
Business/Organisation Name:		Date:	
Address:		Inv. No:	
Contact: [details e.g. email/phone]		Bill to: [DETSI contact name, address details]	
ABN:			
Due Date:			
Item/s description	Amount	Rate	Total
Cultural Advisor fee <<Cultural Advisor A>>	1	\$653.45	\$653.45
Breakfast 17/5	1	\$34.75	\$34.75
Dinner 16/5	1	\$66.65	\$66.65
Incidentals	1	\$24.50	\$24.50
Travel (fuel return trip to Brisbane)	500km	0.91c per km	\$455.00
Subtotal			\$1234.35
Admin fee		15%	\$185.15
Subtotal			\$1419.50
GST		10%	\$141.95
Total includes GST			\$1561.45
Payable to:			

Account name:

BSB:

Account No.:

Cultural advisor B travelling to Brisbane:

- Person attending as an individual First Nations representative (without an ABN), paid the daily rate (no GST) – this advisor needs to complete a 'Statement by a supplier' form^(b) - rate applicable **\$653.45**.
- Two nights' accommodation (travelling from Cairns) booked and paid for by the department. Cost is up to the allowance for the applicable city or country centre using the Queensland Government Domestic Travelling and Relieving Expenses Directive as a guide.
- 2 dinner, 2 breakfast + 2 incidental (lunch allowance not applicable as lunch provided at workshop; other allowances are applicable as travel meets eligibility requirements (using the Queensland Government Domestic Travelling and Relieving Expenses Directive as a guide)^(a).
- Flights from Cairns (arranged by DETSI) – approximately **\$800** (not reflected on invoice example).
- Transport from Brisbane airport (taxi) - **\$76.00** (receipt supplied).
- Transport to Brisbane airport (Uber) - **\$65.00** (receipt supplied).
- Administration fee maximum 15% is not applicable as attendance of advisor B is not arranged through a corporation, business, or organisation.

Example invoice - cultural advisor B submitted by individual (no ABN):

Name:

Address:

Contact: [phone/email]

Due Date:

Date:

Inv. No:

Bill to: [DETSI contact name, address]

Items	Amount	Rate	Total
Cultural Advisor fee <<Cultural Advisor B>>	1	\$653.45	\$653.45
Breakfast 16/5, 17/5	2	\$34.75	\$69.50
Dinner 16/5, 17/5	2	\$66.65	\$133.30
Incidentals 16/5, 17/5	2	\$24.50	\$49.00
Taxi to Brisbane from airport (flights CNS) N/A arranged by DETSI	1	\$76.00	\$76.00
Uber to Brisbane airport from Brisbane CBD	1	\$65.00	\$65.00
Total			\$1046.25

Payable to:

Account name:

BSB:

Account no.:

Example 2 – Cultural clearance activity on a national park (refer Schedule 1, item 2)

- Person is conducting a full-day field assessment activity as a First Nations representative, paid the daily rate plus GST, attendance arranged through a third-party organisation – rate applicable **\$653.45 plus GST**
- Person spends 4 hours preparing for the activity, and a further 4 hours after the activity preparing a report, which will count as a full day.
- Person leaves home after 6:00 am to attend activity and the absence is less than 12 hours, no allowances for meals apply (using the Queensland Government Domestic Travelling and Relieving Expenses Directive as a guide)^(c).
- Travelling by own transport a total of 145 km round trip to location, mileage reimbursement = 145 km x \$0.91 per km - **\$131.95 plus GST**.
- Administration fee maximum 15% (inclusive of co-ordination charges and similar fees, and other charges by third-party providers) applies as attendance is arranged through a corporation with an ABN.

Example Tax invoice submitted by a third-party provider:

Tax Invoice Business/organisation name: Address: Contact: [phone/email] ABN: Due Date:	LOGO (Third-party provider) Date: Inv. No: Bill to: [DETSI contact name, address]
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Items	Amount	Rate	Total
Cultural Advisor fee Advisor Name	2	\$653.45	\$1306.90
Travel (fuel – return trip to location)	145 km	0.91c per km	\$131.95
Subtotal			\$1438.85
Admin fee		15%	\$215.83
Subtotal			\$1654.68
GST		10%	\$165.47
Total price includes GST			\$1820.15

Payable to:

Account name:

BSB:

Account no.:

Notes:

- (a) Overnight trip - using the Queensland Government Domestic Travelling and Relieving Expenses Directive (see Key Resources below) as a guide - for absences extending overnight an employee shall be paid allowances for costs incurred in purchasing meals and incidentals for each overnight stay. Incidental expenses or the incidental allowance are paid to cover expenditure of the following nature – newspapers/magazines; snacks including coffee, tea or drinks; private telephone calls; personal items necessary for the travel.
- (b) Available from the ATO website at Statement by a supplier not quoting an ABN | Australian Taxation Office (ato.gov.au)
- (c) Day trip – using the Queensland Government Domestic Travelling and Relieving Expenses Directive (see Key Resources below) as a guide - for absences less than 12 hours an employee may claim breakfast if they have purchased a meal and departed before 6.00am and can claim dinner if they have purchased a meal and return later than 6:30pm.

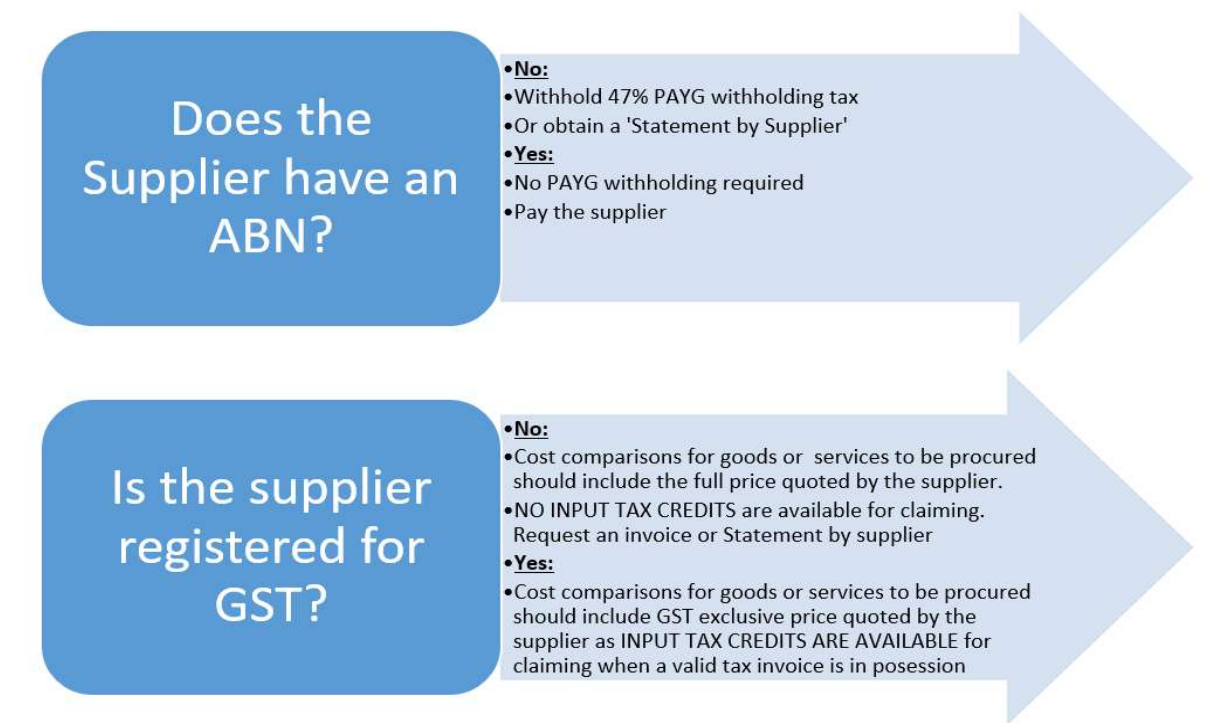
11 GST information

11.1 Application of GST

GST applicability relating to payments to First Nations people working with DETSI:

- Cultural and specialist services provided by First Nations people are taxable supplies in accordance with the *Goods and Services Tax Act 1999* (Cth).
- A business will register for GST (if it meets the ATO threshold requirements), which allows it to receive GST tax credits on business-related expenses.
- This will apply to many First Nations organisations (such as RNTBC, or PBC entities) that the department partners with.
- To check if an organisation is GST registered, go to ABN Lookup (Australian Government's free public view of the Australian Business Register). Enter the business's ABN, ACN or name and confirm it is registered for GST.
- A GST component should be included in invoices from organisations. Copies of receipts should be provided (where required), including when seeking reimbursement for accommodation, meals and transport expenses. For accommodation expenses, use the rates detailed in *Queensland Government Domestic Travelling and Relieving Expenses Directive* (see Key Resources below) as a guide. Where possible, the department should book and pay for accommodation directly.
- An administration fee of not more than 15% can be applied to the total invoice (excl. GST) if payment is being made to a RNTBC or a PBC, Aboriginal corporation or similar entity. GST is then applied to the entire invoice, including the administration fee. Refer to **advisor A** in working example 1, and working example 2, above.
- Refer guidance in **Diagram 1 below** for the process to follow depending on the ABN and GST status of entities/individuals.
- Further information about GST and PAYG Withholding Tax can be found in the DETSI Financial Management Practice Manual.

Diagram 1



11.2 Supplier who makes a supply and does not quote an ABN

Under some circumstances, if a supplier does not quote an ABN to the department, then withholding tax (currently 47% Pay as You Go (PAYG)) must be withheld from any payments made to the supplier, unless the supplier provides a 'Statement by a Supplier' form. This form is available on the ATO website - Statement by a Supplier. A Statement by a Supplier must be attached to each payment/invoice where no ABN is quoted. The Statement by a Supplier form is a signed declaration from the supplier that the supplier does not need to quote an ABN. Such a supplier must fit one of the following categories:

- the supply is made by an individual and the activity is a private recreational pursuit or hobby for the supplier
- the supply is made by an individual and the supply is of a private or domestic nature for the supplier
- the supplier is a non-resident who is not carrying on an enterprise or business in Australia
- the whole of the payment will be exempt income to the supplier
- the supplier is not an enterprise or business because it has no reasonable expectation of profit.

A supplier **cannot** use this form if any of the following apply:

- they are receiving payments for the supply as an employee
- their activity is not wholly of a private or domestic nature
- they are receiving payments for the supply as a company director or office holder
- they are receiving payments for the supply under a labour hire arrangement or specified payment
- they are receiving payments for the supply as a religious practitioner
- they are entitled to an ABN for the relevant activity.

This means, if the supplier is operating a business or is entitled to register for an ABN, they cannot use the Statement by a supplier form.

There are different actions that apply to payments under the Guide to suppliers without an ABN, depending on the nature of the payment:

- **One-time payment:** If a payment under the Guide is a one-time payment, the supplier may submit a Statement by a Supplier form, as a one-time payment is not seen as a regular business activity. In this case, withholding tax will not be withheld.
- **Regular payments:** If a payment under the Guide is repeated, or likely to be, a Statement by a Supplier form cannot be used. In these cases, staff should request that an ABN be provided (such as, the invoice be submitted through an organisation with an ABN). If an ABN cannot be provided, withholding tax will be withheld.

If the department has reasonable grounds to believe that the statement the supplier makes is false or misleading, the top rate of tax (currently 47%) is to be withheld from the total payment for the supply.

If the supplier does not provide a Statement by a Supplier form, and is not registered for an ABN, departmental employees must only authorise payment of 53% of the invoice price. To do this, "**PAYG withholding required**" must be written on the invoice and QSS will:

- pay 53% of the invoice amount and provide the supplier with an original with a copy of a Payment Summary
- keep a copy of the Payment Summary to assist in preparing the annual departmental PAYG withholding return

- pay the withheld amount to the ATO via the BAS.

12 Key Resources

ABN Lookup – visit <https://abr.business.gov.au>

Business Registration Service – visit <https://register.business.gov.au>

DETSI Financial Delegations - visit DETSI intranet, click on 'Delegations & guidelines' in the top menu, then click 'Financial delegations' > under 'resources' click to enter the financial delegations dashboard.

DETSI Financial Management Practice Manual - visit DETSI intranet and search 'Financial Management Practice Manual'

DETSI Human Resources Delegations - visit DETSI intranet, click on 'Delegations & guidelines' in the top menu, then click 'Human Resources delegations and authorisations' > under 'resources' click to enter the HR delegations and authorisations dashboard.

DETSI Procurement and Contract Management Framework – visit DETSI intranet and search 'DETSI Procurement and Contract Management', follow link to Framework.

Domestic Travelling and Relieving Expenses - visit <http://www.forgov.qld.gov.au> and search 'Queensland Government Domestic Travelling and Relieving Expenses Directive'.

Fleet Management – Leased Motor Vehicles Policy – visit DETSI intranet and search 'Leased Motor Vehicles policy'.

Queensland Indigenous Business Procurement guide – visit <https://www.dsdsatsip.qld.gov.au/> and search 'Queensland Indigenous Business Procurement guide'.

Queensland Procurement Policy (QPP) 2023 – visit <http://www.forgov.qld.gov.au> and search 'Queensland Procurement Policy'.

Statement by a Supplier form – visit <https://ato.gov.au> and search 'Statement by a Supplier not quoting an ABN'.

Tax invoices – visit <https://ato.gov.au> and search 'tax invoices' for information on requirements for tax invoices.

Withholding tax – visit <https://ato.gov.au> and search 'withholding tax' for more information about withholding tax.

13 Further information

Should you require any further information or clarification, please contact:

- Manager, Collaboration and Partnerships Futures, QPWS and Partnerships
- Manager, Financial Policy and Operations, Corporate Services

Further information and guidance relating to payments to First Nations people working with DETSI is also available in the Frequently Asked Questions (FAQs), available on the DETSI intranet via Jawun, via the FNPG Staff Portal on SharePoint, and by contacting Collaboration and Partnership Futures fn.engagement@detsi.qld.gov.au.

14 Review

This First Nations Payment Guide will be updated each July to reflect the Consumer Price Index (CPI) adjustment for the previous financial year provided by the ATO. Updated rates will apply for 12 months.

A full review will be undertaken within five years of the **Approved** date.

15 Disclaimer

While this document has been prepared with care, it contains general information and does not profess to offer legal, professional or commercial advice. The Queensland Government accepts no liability for any external decisions or actions taken on the basis of this document. Persons external to the Department of the Environment, Tourism Science and Innovation should satisfy themselves independently and by consulting their own professional advisors before embarking on any proposed course of action

16 Approval

Ben Klaassen Deputy Director-General Queensland Parks and Wildlife Service and Partnerships Department of the Environment, Tourism, Science and Innovation Date: 30 September 2024	Rhiannan Howell Deputy Director-General, Corporate Services Department of the Environment, Tourism, Science and Innovation Date: 16 October 2024
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17 Version history

Date	Version	Action	Description / comments
2015-2020	1.00 – 3.00	Approved by the Director-General National Parks, Sport and Racing	New Guidelines developed by QPWS to provide staff with arrangements to recompense Traditional Owners when participating in protected area activities or services in partnership with QPWS.
15/12/2020	4.00	Approved by the Deputy Director-General, Corporate Services	Executive Leadership Team approved the elevation of the initial QPWS Guide to a whole of department document in 2020. A full review of this document was completed as part of this elevation.
02/09/2022	5.00	Approved by the Deputy Director-General, Corporate Services	Updated document to reflect indexed rates, clarify payment rates and remove obsolete information and references.
16/10/2024	6.00	Approved by the Deputy Director-General, Queensland Parks and Wildlife Service and Partnerships and Deputy Director-General, Corporate Services	Major review. Updated document to reflect indexed rates, clarify aspects of activities noted in schedules, update obsolete references and introductory sections, and reflect department wide consultation.
05/12/2024	6.01	Approved by Executive Director, Partnerships, Queensland Parks and Wildlife Service and Partnerships	Minor amendments: typographical errors and new department name – not materially affecting previously approved content.
19/08/2025	6.02	Approved by Executive Director, Partnerships, Queensland Parks and Wildlife Service and Partnerships	Minor amendments: CPI increase, minor typographical errors, contact details – not materially affecting previously approved content.
26/06/2026	6.03	Approved by Director, Partnership Initiatives, Partnerships, Queensland Parks and Wildlife Service	Minor amendments: CPI increase, minor typographical and grammatical errors, and readability improvements, not materially affecting previously approved content

18 Keywords

CHC/2015/1288; First Nations; payment; payment guide; payment standards; Aboriginal peoples and Torres Strait
Islander peoples; Indigenous; cultural expertise; cultural advice

19 Appendix 1 - 2026 Schedule of rates based on Miscellaneous Award (refer – Schedule 1, item 12)

RANGER – CASUAL									
Miscellaneous Award 2020									
Award Level ⁽ⁱ⁾	Comparable QPWS Level ⁽ⁱⁱ⁾	Position Title	Minimum Hourly Rate to be paid (incl. casual loading 25%) ⁽ⁱⁱⁱ⁾	Other Minimum Award Rates Payable (Hourly)					Overtime after first 3 hours
				Monday-Friday 7:00pm-7:00am	Saturday	Sunday	Public holiday	Overtime first 3 hours	
Level 1	OO2/1	Ranger Trainee	Award Minimum 30.35 QPWS Equivalent 38.40	35.21	35.21	42.49	60.70	36.42	48.56
Level 2	OO3/1	Ranger	Award Minimum 32.31 QPWS Equivalent 42.14	37.48	37.48	48.24	64.63	38.78	51.70
Level 3	OO4/1	Ranger (Supervisor)	Award Minimum 35.15 QPWS Equivalent 46.56	40.77	40.77	49.21	70.30	42.18	56.24
Level 4	OO5/1	Ranger (Qualified)	Award Minimum 38.35 QPWS Equivalent 52.24	44.49	44.49	53.69	76.70	46.02	61.36
Level 4	OO6/1	Ranger in Charge	Award Minimum 38.35 QPWS Equivalent 59.70	44.49	44.49	53.69	76.70	46.02	61.36

(i) Award rates current 1 July 2025, expected increase from 1 July 2026

(ii) QPWS rates current 5th September 2025

(iii) On costs would be based on Casual Loading 25.00%, Superannuation 12.00%, Long Service Leave 2.60%, Workers Compensation 0.50%, Payroll Tax 4.75% = 44.85% total oncosts.

On costs without casual loading = 19.85%

4.4.1.b – Agenda Report

Title:	Subdivision Housing Amendment – Conversion of 6-Bedroom Dwelling
Author:	Executive Manager, Roads, Infrastructure and Essential Services
Meeting Date:	28 July 2026

Resolution: That Council resolves to approve the amendment to the Housing Program by converting the previously approved one x standalone six-bedroom dwelling into two x separate three-bedroom dwellings and authorises the Chief Executive Officer to advise the Queensland Department of Housing and Public Works of Council's decision and undertake all necessary administrative actions to facilitate this amendment.

Background:

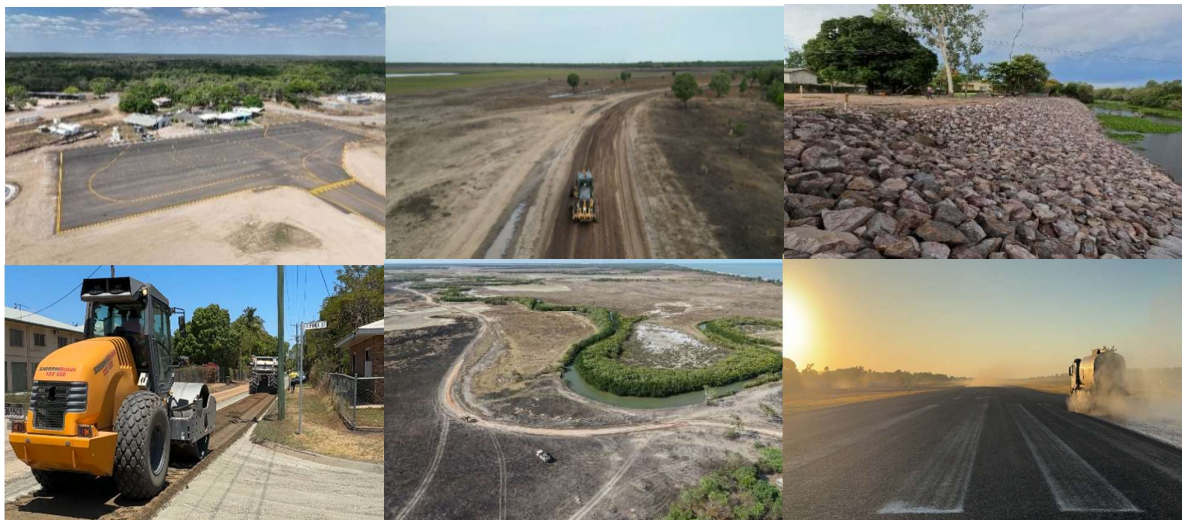
The current Housing Program, funded by the Queensland Department of Housing and Public Works, originally included the construction of one (1) standalone six (6) bedroom dwelling.

Following further review of community housing needs and the proposed housing design, Council determined that replacing the single six-bedroom dwelling with two (2) separate three (3) bedroom dwellings would deliver a greater community benefit by increasing the number of households that can be accommodated. This amendment will improve housing availability and better align with the identified demand for family housing within the community.

The proposed amendment does not alter the overall objectives of the Housing Program and is intended to maximise the social outcomes of the approved funding. The Queensland Department of Housing and Public Works has advised that a formal Council resolution is required to support this design amendment before the Department can process the variation and update the approved program.

This report seeks Council's endorsement of the proposed amendment and authorisation for the Chief Executive Officer to notify the Department of Housing and Public Works and undertake all necessary administrative actions to implement Council's decision.

Monthly Report



Kowanyama Aboriginal Shire Council DRFA Project Management Services L240308

June 2026



Version:

Revision	Revision Date	Revised By	Description of Changes
0	21/07/2026	Lee Perkins	NA

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1 Executive Summary

The Kowanyama Infrastructure Program continued to progress during the reporting period, with a strong focus on delivery of Emergency Works, procurement of the 2025–26 reconstruction program and preparation for major dry season construction activities.

Emergency Works on the Kowanyama–Dunbar Road corridor progressed well throughout the month and are completed. Damage capture activities across Council's unsealed road network have also been completed, providing the information required to support Queensland Reconstruction Authority (QRA) Emergency Works and Reconstruction of Essential Public Assets (REPA) funding submissions. Emergency Works has also commenced for township pothole repairs and the unsealed road network.

Procurement activities have advanced significantly, with tender documentation being finalised for the 2025–26 DRFA Sealed and Unsealed Roads reconstruction packages. The Concrete and Stormwater Structures Program is progressing toward contract execution for the proposed SP8 construction package, representing a significant milestone in the delivery of the 2024–25 reconstruction program.

Flood study investigations under the Flood Risk Management Program (FRMP) are now complete. The road safety and signage assessment has also been completed, with recommendations currently being developed to support future road safety improvements across the Shire.

Council and Lackon continue to strengthen local participation outcomes by embedding Indigenous employment, training and business participation requirements into procurement documentation and construction contracts. Community engagement, cultural heritage consultation and collaboration with the Prescribed Body Corporate (PBC) remain key priorities across all infrastructure projects.

The program remains well positioned for the 2026 dry season, with procurement, contract administration and project planning activities continuing to support the successful delivery of Council's disaster recovery and resilience objectives.

In parallel, the program continues to progress through the acquittal phase for completed reconstruction packages. Lackon has lodged all required acquittal documentation and supporting submissions due during March and April 2026 and is currently awaiting assessment and approval by QRA. The Authority is presently managing a significant volume of acquittals across Queensland following multiple disaster events, resulting in extended review timeframes. Lackon will continue to work closely with QRA and Council to promptly address any requests for further information and support timely close-out of completed projects.

Overall, the program remains on track, with current efforts focused on progressing procurement, contract execution and Emergency Works delivery to ensure reconstruction activities can be efficiently mobilised during the 2026 dry season.

For a summary of progress to date, please refer to *Table 1: June 2026 Progress*.

Table 1: June 2026 Progress

Program/Project Description	Progress	Status	Comments
<u>24-25 Concrete and Stormwater Structures</u> Approved Funding (\$4.944m): KASC.0080.2425L.REC	25%	On Track	12 x sites approved for reconstruction - Design complete - Procurement of a Contractor commenced under KASC-2025-028

Design and Construction of RCBC culverts and concrete causeways damaged by 24/25 event. 12 x sites impacted			- Market pricing lodged to QRA and approved on May 8 - Aiming for construction completion by December 2026
<u>21-22 QRRRF & RMI – Magnificent Creek Stabilisation</u> Approved (\$2.52m): - KASC.0033.2122L.RMI - KASC.0035.2122L.RMI - KASC.0036.2122M.RFI Stabilisation of the Magnificent Creek bank adjacent to residential property, essential services and suppliers	95% 95% 95%	On Track	- QRA have issued an EOT for this project - EOT for KASC.0033.2122L.RMI, KASC.0035.2122L.RMI and KASC.0036.2122M.RFI approved to 31 Dec 2026 - Civil works are complete, revegetation seedlings have been ordered, due for delivery and planting on June 22, 2026 - Revegetation and watering to be completed by 30 October 2026 - Council Car Park Bollards
<u>Aerodrome Rehabilitation and Upgrades (Crucial Access Links 2024-25)</u> Approved (\$7.95m): Non-DRFA program Crucial Access Links 2024-25, administered by QRA in conjunction with RAUP R10. Upgrades to facilities and earthworks	55%	On Track	- Phase 1: runway, apron and taxiway rehabilitation complete - Phase 2: - Fuel storage and delivery upgrades under development with planning commenced - Civil stormwater, flood immunity and concrete access sections under development with design commenced - Construction completion by December 2026
<u>R2R (Roads to Recovery) Program</u> Approved Funding (\$1.39m): - FY26-27 - FY27-28 Currently used as a supplementary funding source for projects needing co-contribution	5% 0%	On Track On Track	\$1,385,397 over four years - Additional stabilisation works, outside of the 24/25 Betterment scope funded by R2R \$236,254.27 allocated for FY25/26 - Projects submitted to the Department of Infrastructure for review have been approved Future projects yet to be determined, awaiting the outcomes the flood studies and LRAP
<u>Aboriginal and Torres Strait Islander (ATSI) Transport Infrastructure Development Scheme (TIDS)</u> FY26-27 (\$363,680): - Construction – SW project FY27-28 (\$363,680): - Construction – SW project FY28-29 (\$363,680): - Construction – SW project	5% 0% 0%	On Track On Track On Track	- Acquittal underway FY25-26, claim sent to TMR - Awaiting the outcome of active flood studies to inform future stormwater drainage projects in FY26-27, FY27-28 and FY28-29 - ATSI/ TIDs may need to be diverted to create new subdivision road entrance – subject to further discussions from Council

<u>Queensland Resilience and Risk Reduction Fund Infrastructure</u>	5%	On Track	• Funding of \$273,249 approved • Scope update sent to QRA and approved • Project can be completed by December 2026
<u>KASC.0086.2526G.REC Unsealed Roads - Separable Portion A</u>	2%	On Track	• Funding of \$9,187,817.13 approved
<u>KASC.0085.2526G.REC - Unsealed Roads - Separable Portion B</u>	2%	On Track	• Funding of \$13,439,019.5 in pre approval

Achieved this month:

During June, the Kowanyama Infrastructure Program continued transitioning into active delivery, with Emergency Works being completed, procurement activities advancing and major reconstruction packages progressing toward construction.

A significant achievement during the reporting period was the completion of Emergency Works on the Kowanyama–Dunbar Road corridor within Carpentaria Shire. These works restored access across flood-damaged sections of road and provided improved connectivity while longer-term reconstruction funding is progressed. Emergency Works also commenced within the Kowanyama township, including pothole repairs and targeted maintenance works to improve the safety and serviceability of the local road network.

Flood damage inspections and damage capture activities across Council's unsealed road network have now been completed. The information collected has been incorporated into Emergency Works claims and Reconstruction of Essential Public Assets (REPA) submissions, supporting the development of the 2025–26 DRFA reconstruction program.

Procurement activities continued to progress throughout the month, with the 2025–26 DRFA Unsealed Roads Reconstruction Package being prepared for release to the market and followed by the Sealed Roads Package. Contract documentation for the Concrete and Stormwater Structures (SP8) package also progressed toward execution with an IEBP being prepared, positioning the project for commencement during the dry season.

The Flood Risk Management Program (FRMP) has now been completed, providing Council with valuable flood modelling and resilience planning information to inform future infrastructure investment and disaster mitigation initiatives. Recommendations arising from the recently completed road safety and signage assessment are also being reviewed to assist Council in prioritising future road safety improvements.

Council and Lackon have continued to strengthen Indigenous participation outcomes through the inclusion of Indigenous employment, training and business participation requirements within procurement and contract documentation. Ongoing engagement with the Prescribed Body Corporate (PBC), Traditional Owners and community representatives has continued to support respectful project delivery and maximise local participation opportunities across the infrastructure program.

Look Ahead:

During the coming month, Council and Lackon will focus on progressing major construction activities, contract execution and procurement to maximise delivery throughout the peak dry season construction period.

Priority activities will include execution and mobilisation of the SP8 Concrete and Stormwater Structures package, completion of township Emergency Works, completion of the pothole repair program and progression of the 2025–26 DRFA Sealed and Unsealed Roads procurement processes.

Council will continue preparing Reconstruction of Essential Public Assets (REPA) submissions arising from the completed damage capture program while progressing tender evaluations and contractor engagement for upcoming reconstruction works. Planning will also continue for the Aerodrome Rehabilitation Program and other priority infrastructure projects scheduled for delivery during the current construction season.

With the Flood Risk Management Program (FRMP) now complete, Lackon will commence reviewing the study recommendations to inform future resilience initiatives, funding opportunities and long-term infrastructure planning. Outcomes from the road safety and signage assessment will also be considered to assist in prioritising future road safety improvements across the Shire.

Council and Lackon will continue engaging with local contractors, the Prescribed Body Corporate (PBC), Traditional Owners and community stakeholders to maximise Indigenous employment, business participation and local economic outcomes across upcoming construction activities.

Key delivery risks continue to include heavy vehicle access to the community, availability of suitable construction resources, readiness of the local concrete batching plant and accommodation capacity during the peak construction period. These risks will continue to be actively managed through early procurement, contractor coordination and proactive program management.

Overall, the program remains on track and well positioned to deliver Council's 2025–26 disaster recovery and resilience objectives throughout the remainder of the dry season.

2 Community Benefit

2.1 Road Safety and Operation

Emergency response and recovery activities undertaken throughout the reporting period continue to improve the safety, reliability and resilience of the Kowanyama road network and surrounding transport corridors. All works are being completed with compliant Traffic Management.

Emergency Works on the Kowanyama–Dunbar Road corridor within Carpentaria Shire have now been completed, restoring access across flood-damaged sections of road and improving connectivity for residents, freight operators and essential services. Emergency Works have also commenced within the Kowanyama township, including pothole repairs and targeted maintenance activities across the sealed and unsealed road network.

Flood damage inspections and damage capture activities have now been completed across Council's road network, providing the information required to support Reconstruction of Essential Public Assets (REPA) submissions and future reconstruction works. The recently completed road safety and signage assessment is also being reviewed, with recommendations expected to inform future road safety initiatives, signage upgrades and network improvements.

These activities continue to improve community safety, maintain access to essential services and strengthen the long-term resilience of Council's transport infrastructure.

2.2 Economic

The Kowanyama Infrastructure Program continues to deliver positive economic outcomes through ongoing infrastructure investment, contractor engagement and procurement activities across the Shire.

Emergency Works, the upcoming 2025–26 DRFA reconstruction program and the proposed Concrete and Stormwater Structures package continue to generate opportunities for local suppliers, plant operators, transport providers and service contractors. Procurement activities are progressing for both the Sealed and Unsealed Roads reconstruction packages, supporting continued investment throughout the dry season.

Council and Lackon remain committed to strengthening Indigenous participation through the inclusion of Indigenous employment, training and business participation requirements within procurement and contract documentation. These initiatives continue to maximise opportunities for local businesses and residents while building workforce capability within the community.

Continued investment in road recovery, flood resilience and critical infrastructure will improve freight reliability, transport connectivity and access to essential services while supporting long-term economic growth across the region.

2.3 Community and Cultural

Council and Lackon continue to work closely with the community, Traditional Owners, the Prescribed Body Corporate (PBC) and other stakeholders throughout the delivery of infrastructure and disaster recovery activities across the Shire.

To improve communication and project transparency, Lackon is developing a road-by-road reporting mechanism that will provide the PBC with regular fortnightly updates identifying planned works, construction locations and anticipated project activities across the community.

Cultural heritage considerations remain an integral part of project planning and delivery, with Traditional Owner engagement and Cultural Monitors incorporated into relevant works packages where required. Ongoing engagement with the PBC continues to support procurement planning, construction scheduling and future infrastructure priorities.

Community communications continue to be developed to support Emergency Works and upcoming reconstruction activities, ensuring residents remain informed of planned works, temporary traffic impacts and road safety measures.

Council and project teams continue to work collaboratively with community representatives to ensure cultural obligations are respected and that infrastructure projects are delivered in a manner that maintains community connectivity, cultural awareness and positive local participation outcomes.

3 Grant Funding Update

All funding applications for programs approved by QRA and other state/federal departments have made the agreed upfront funds transfers to Council. The next round of claims will be lodged by the end of July.

3.1 Funding Applications in Progress

Table 2: Funding Application in Progress

Grant Administrator	Reference/Description	Status	Funding Requested	Comments
Queensland Reconstruction Authority (QRA)	EWK for All KASC Infrastructure	Pre-approval	TBD	Emergency Works (EWK) submissions currently being developed to support temporary make-safe activities and restoration of critical infrastructure assets impacted by the current flooding event.
Queensland Reconstruction Authority (QRA)	Unsealed Roads - Separable Portion A	Approved	\$9,187,817.13	Damage assessments and scope development underway for reconstruction of priority unsealed road corridors impacted by flooding and prolonged wet season conditions.
Queensland Reconstruction Authority (QRA)	Unsealed Roads - Separable Portion B	Pre-approval	\$13,439,019.50	Additional unsealed road reconstruction package being prepared to support staged procurement and efficient delivery during the 2026 dry season construction window.
Queensland Reconstruction Authority (QRA)	Sealed Roads 25-26	Pre-approval	\$2,887,612.85	Scope development and condition assessments underway for sealed township roads impacted by flooding, pavement failures and stormwater related damage.
Total Requested Value			\$TBD	

4 Program Performance

The Kowanyama Infrastructure Program remains on track overall, with current activities focused on delivery of Emergency Works, progression of procurement, contract execution and mobilisation of major reconstruction packages for the 2026 dry season.

During the reporting period, Emergency Works on the Kowanyama–Dunbar Road corridor were completed, restoring safe access across flood-damaged sections of road and improving connectivity for residents, freight operators and essential services. Emergency Works have also commenced within the township, including pothole repairs and targeted maintenance activities across Council's road network.

Flood damage inspections and damage capture activities have now been completed across the unsealed road network. The information collected has been incorporated into Emergency Works claims and Reconstruction of Essential Public Assets (REPA) submissions and is supporting the development and prioritisation of the 2025–26 DRFA reconstruction program.

The Concrete and Stormwater Structures Program continues to progress toward construction, with contract documentation advancing and an Indigenous Employment and Business Participation Plan (IEBP) being prepared to support contract execution and mobilisation. This package will deliver reconstruction works across twelve priority drainage and concrete infrastructure sites throughout the Shire.

The Flood Risk Management Program (FRMP) has now been completed, providing Council with updated flood modelling, hydraulic assessments and resilience planning information to guide future infrastructure investment and disaster mitigation initiatives. Recommendations arising from the recently completed road safety and signage assessment are also being reviewed to inform future road safety improvements across the local road network.

Procurement activities have continued to progress throughout the reporting period, with preparation of the 2025–26 DRFA Unsealed Roads Reconstruction Package nearing completion, followed by procurement of the Sealed Roads Reconstruction Package. These works will support continued delivery of Council's disaster recovery program throughout the current dry season.

The program also continues to progress through the acquittal phase for completed reconstruction packages. All acquittal documentation submitted to the Queensland Reconstruction Authority (QRA) remains under assessment, with review timeframes continuing to be impacted by the high volume of disaster recovery programs being delivered across Queensland.

4.1 Extensions of Time – Approved

Summary of EOT's secured to date.

Table 3: EOTs Approved

Program # or Submission	Date EOT Approved	Program/ Project Name	No. Months	New Date for Project Completion	Reason/ Notes
KASC.0033.2122L.RMI KASC.0035.2122L.RMI KASC.0036.2122M.RFI	18/11/25	Magnificent Creek Stabilisation	12	31/12/2026	Delays in design, approvals and procurement
KASC.0067.2122D.WPF	15/5/2024	Flood Study	25	30/12/2026	QRA implemented – Inclusion of Mag Creek

4.2 Extensions of Time – Requested

Lackon has no current requested EOT's from Funding Administrators for programs with forecasted delays.

Table 4: EOTs Requested

Program or Submission Number	Date Requested	Program/ Project Name	No. Months	New Date for Project Completion	Reason/ Notes

5 Contract Management

All procurement activities will be carried out in accordance with Council's Procurement Policy

5.1 Active Works Packages

Current work packages awarded and active:

Table 5: Active work Packages

Work Package	Contractor	Service	Contract Value
Concrete and Stormwater Structures 24-25 REPA	Bartos	Construction	\$4.9M
EWK Package 1	VJB Civil	Construction	\$131,460.00

EWK Package 2	Kowanyama Hire	Construction	\$143,379.00
EWK Package 3	VJB Civil	Construction	\$143,120.00
EWK Pot Holes	Bartos	Construction	\$83,500.00
Mag Creek Watering	VJB Civil	Maintenance	\$48,114.00

*Value subject to final measurement and approval.

5.2 Upcoming Works Packages

Procurement packages under development or released to market.

Table 6: Upcoming works packages

Work Package	Service Need	Procurement Value	Comment
Aerodrome Rehabilitation and Construction works	Design	\$100k	RFQ
Aerodrome Rehabilitation and Construction works	Construction	\$2.5m	RFQ
25-26 DRFA Sealed Roads Package	Construction	TBC	Open Tender
25-26 DRFA Unsealed Roads Package	Construction	TBC	Open Tender
Mag Creek Rock Procurement	Supply	\$150-200k	RFQ

5.3 General Comments

General Comments

Contract management and procurement activities continue to progress in accordance with Council's Procurement Policy, funding body requirements and the program delivery schedule.

During the reporting period, significant progress was made transitioning from procurement into construction delivery. The 2024–25 Concrete and Stormwater Structures (SP8) package has now been awarded to Bartos, with contract execution progressing and mobilisation activities underway in preparation for construction across twelve priority drainage and concrete infrastructure sites.

Emergency Works procurement has also been successfully completed, with three Emergency Works packages now awarded and underway across the Kowanyama road network. These works include flood damage repairs, road maintenance activities and township pothole repairs, supporting the restoration of safe access and improving the condition of Council's transport infrastructure following Tropical Cyclone Koji.

Procurement planning has continued for the 2025–26 DRFA Reconstruction Program, including preparation of the Sealed and Unsealed Roads tender packages and planning for the Aerodrome Rehabilitation Program. Procurement activities are also progressing for Magnificent Creek rock supply to support final stabilisation works for completion.

With several major construction packages now active, contract management activities are increasingly focused on contractor mobilisation, programme coordination, quality assurance, safety compliance and

timely contract administration to support successful delivery throughout the remainder of the dry season.

6 Quality, Safety and Environmental

6.1 Incidents

None to date for 2026.

Date	Category	Description	Root Cause(s)	Actions
-	-	-	-	-

6.2 General Comments

General Comments

As construction activities continue to increase across the program, Council and Lackon remain focused on maintaining safe work practices through contractor compliance, site inspections, traffic management and ongoing monitoring of work health and safety requirements. Particular attention is being given to Emergency Works, township road maintenance activities and upcoming reconstruction projects to ensure risks are effectively managed throughout the delivery phase.

Environmental management measures continue to be implemented across all work sites, with consideration given to erosion and sediment control, protection of drainage infrastructure, vegetation management and compliance with cultural heritage and environmental approvals where applicable. Recommendations arising from the recently completed road safety and signage assessment are currently being reviewed and will assist Council in identifying future road safety improvements across the local road network.

Council continues to maintain updates to the Disaster Dashboard and road condition information where required, ensuring the community and stakeholders have access to current information regarding road conditions, construction activities and network accessibility.

7 Other Matters

Engagement with the Prescribed Body Corporate (PBC):

Council and Lackon continue to engage with the Prescribed Body Corporate (PBC) and Traditional Owner representatives regarding upcoming infrastructure projects, procurement activities and construction scheduling. A road-by-road reporting mechanism is also being developed to provide regular updates on planned works, supporting improved communication, project coordination and cultural awareness throughout program delivery.

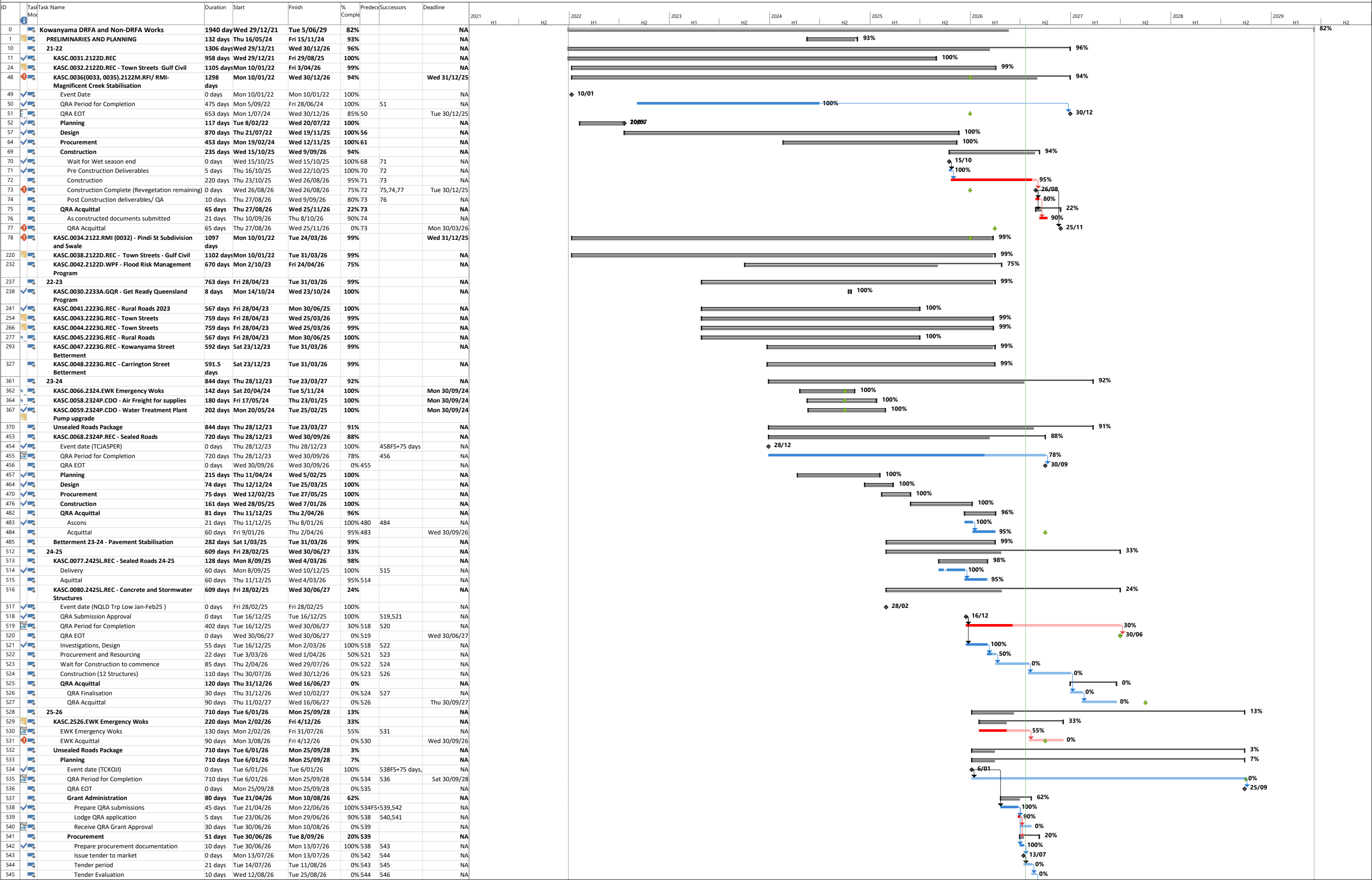
Road Safety Improvement Initiatives:

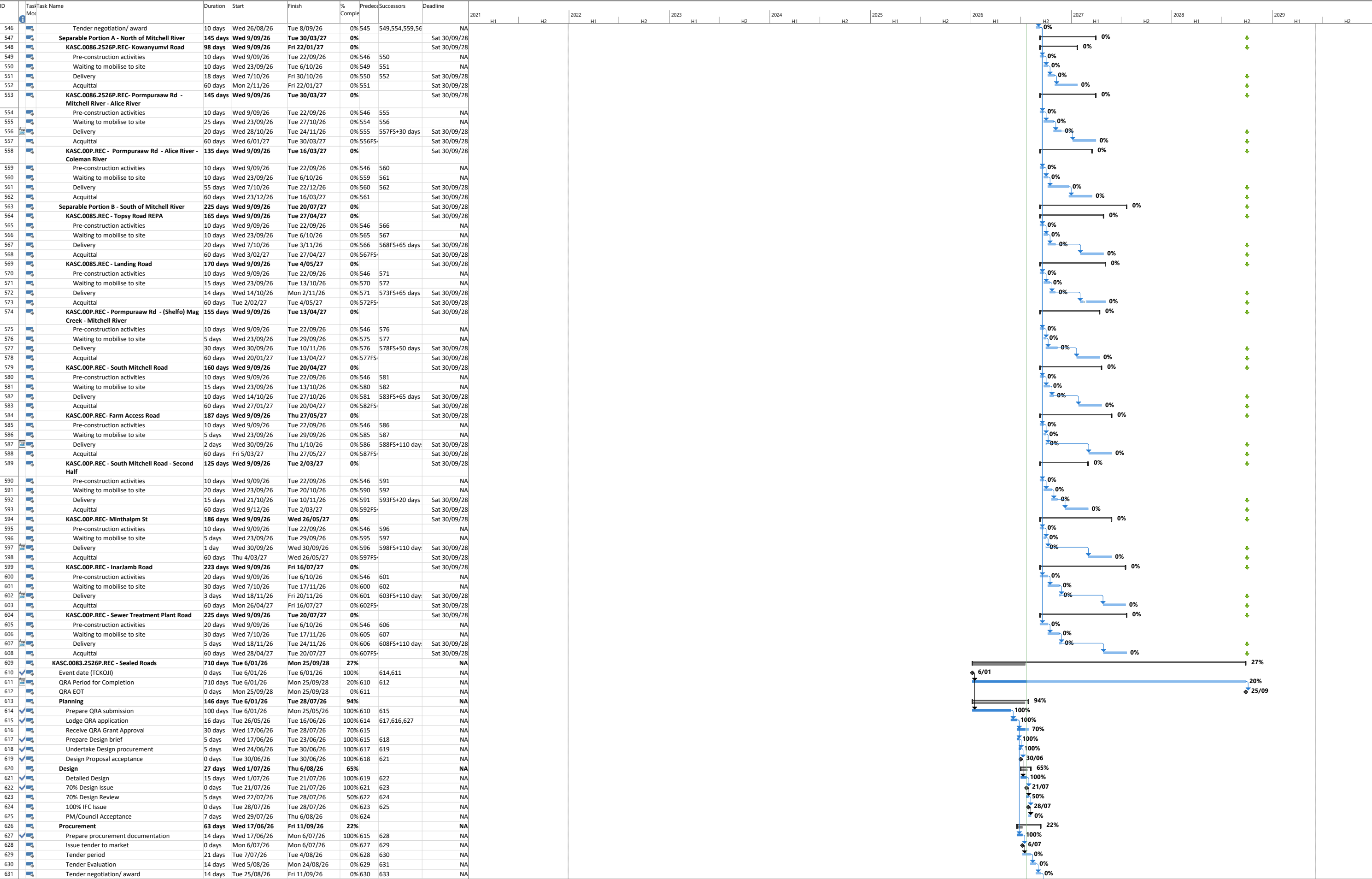
Following completion of the township road safety and signage assessment, Council will review the recommendations to assist in prioritising future road safety improvements, signage upgrades and funding opportunities across the local road network.

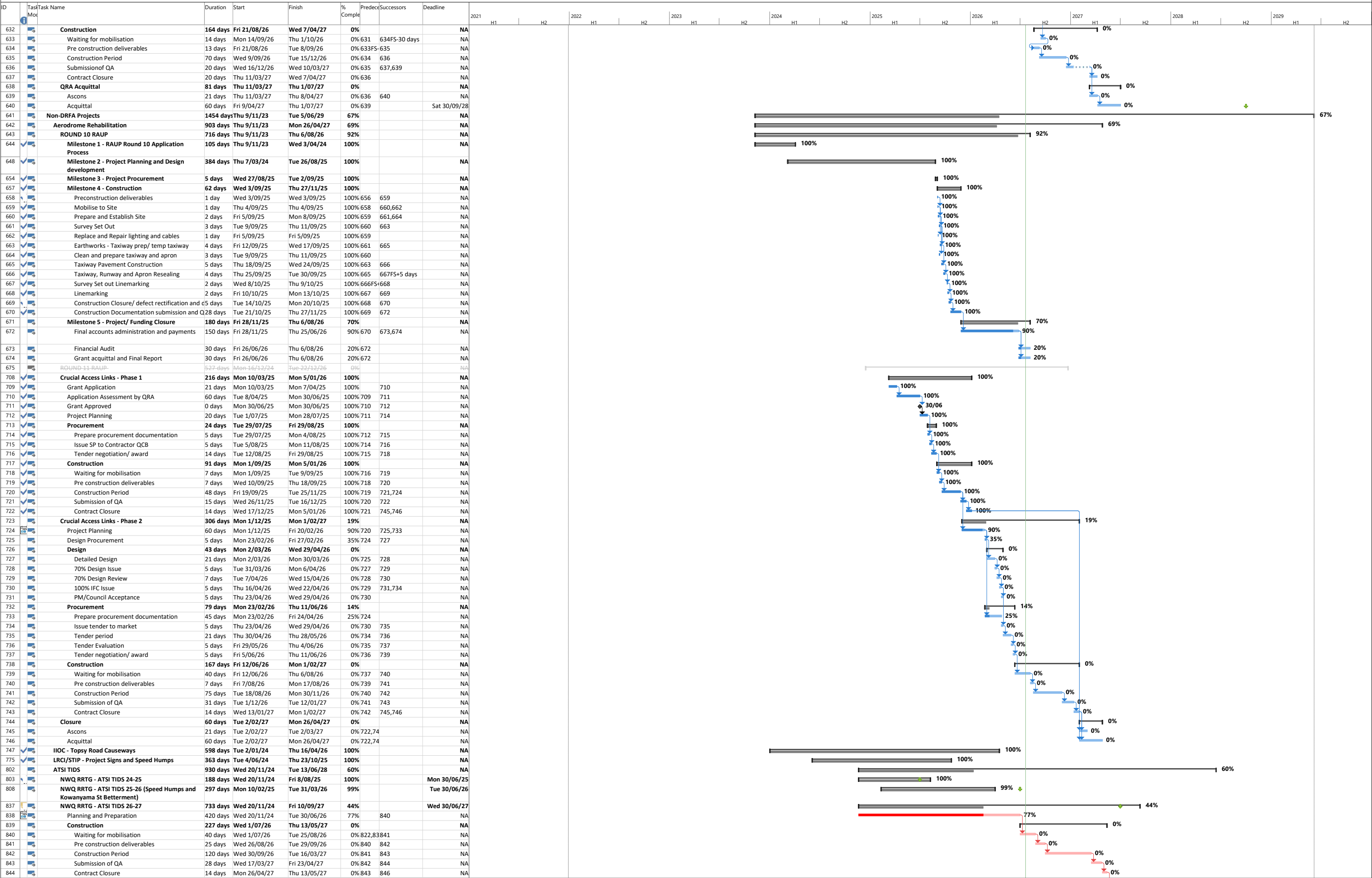
8 Sign Off

Sign Off
Program Manager: Lee Perkins
Signature: 
Date: 21st July 2026

9 Attachment 1 – Master Program







 Critical
 Critical Split
  Task
 Split
  Manual Task
 Task Progress
  Finish-only
 Duration-only
  Baseline
 Baseline Milestone
  Summary Progress
 Manual Summary
  External Tasks
 Inactive Task
  Inactive Summary
 Deadline

4.5.1 – Information Report

Title:	EMCS Monthly Update
Author:	Executive Manager Community Services
Meeting Date:	28 July 2026

Executive Summary

To provide Council with a program update for Community Services for the month of July 2026.

Youth Strategy – YETI – the Kowanyama Youth Strategy: Development Project

The YETI group have recently completed the Kowanyama Youth Profile and presented it to Council.

YETI'S Schools Up North Program (SUN) is in the final phase of development of the four-year Kowanyama Youth Strategy 2026–2030 for KASC. The Youth Strategy will enable Council to strategically meet the current and future needs of its young people and their families, and provide overall direction to guide programs, initiatives, advocacy and support work for children, young people and their families. Due to time and resource issues affecting its development, and the complexity involved in developing the strategy's foundation document, the project finish date has been extended to December 2026.

The attached document outlines the project schedule deliverables up until December 2026;

These include;

- Stage 1– Kowanyama Youth Profile (completed and delivered to Council June 2026)
- Stage 2– Kowanyama Youth Strategy 2026–2030 to be delivered November 2026
- Stage 3 – Kowanyama Youth Action and Investment Plan 2026–2028 to be delivered– December 2026

Please find attached the Proposal from Schools up North 2025–2026 for consideration by Council to approve the extension.

Funding is available for the extension of the project through 'The Future is in Your Hands'.

Playgroup and Childcare

One Tree – Childcare

They are currently supplied a 3 bedroom house on Thulathulum Street.

Originally their contract with Council had no specification of the amount of rent to be paid and One Tree assumed that rental costs were a part of their arrangement with Council.

A commercial rent would result in \$800 per week in costs: however staff rental would be \$180 per week.

The partnership contract between Kowanyama Council and One Tree did not specify a rental amount. (Please see page 14)

A detailed information brief will be provided at the August OCM.

Discussions are continuing with the school to employ a Hub Coordinator to oversee the logistics of activities, events, health programs, parenting programs etc across Playgroup, Childcare and Kindy. Collaboration of the groups will improve resource allocation and relationship building with families to improve attendance numbers.

Aged Care

To ensure robust care planning, performance compliance, and alignment with regional healthcare frameworks, key stakeholder meetings were held with:

- Department of Social Services (DSS): Reviewed program performance outcomes and data delivery compliance relating to the Commonwealth Home Support Programme (CHSP) grant.
- Apunipima Cape York Health Council: Met with the new Manager, Jessica, on 23rd June to resume the collaborative GP Review Project.
- Far North Queensland (FNQ) Stakeholder Engagement: Held a monthly meeting with Tammy to discuss SDAP support updates, address ongoing liaison challenges, and map out upcoming action plans.
- Multidisciplinary Team (MDT) Meeting: Participated in the MDT meeting on 17th June to review care plans and pathways for complex and frail clients.

Eldercare Support & Community Engagement (Kowanyama Visit)

- Service Delivery: Eldercare representatives visited Kowanyama from 24th to 26th June to process program referrals and engage with the community.

Social Engagement:

A community bingo activity was hosted on 24th June at the Aged Care facility's activity area, drawing 15–20 community participants. The event featured raffles and prize distributions. The activity was highly successful and well received, with community members expressing strong interest in establishing these social events as a regular program fixture.

Women's Shelter

Accreditation:

A Self Assessment Worksheet has been completed and sent to Wirangu Women's Shelter in Cairns for their assistance with finding a contractor to assist us with accreditation.

Our first audit with HDAA is to occur on 14 August 2026.

Women's Wellbeing Group

This month the Women's Group had a meeting with two Kowanyama ladies that now live in Mareeba. They told us of their intention to bring bush workshops to Kowanyama next year. The workshops are to assist the youth to better understand the importance of Country, culture, and learning to speak language (their language is Kunjun). They spoke of spiritual healing through the land, and how important it was for others to understand how important this is to Aboriginal people. They stated 'Bringing culture back to life and keeping it strong is important in our community, our identity and future generation'.

Hassim Adidi is a Wellbeing Officer from Apunipima who has been working with the men in Kowanyama, and assisting with bringing the Men's and Women's groups together for combined meetings. Their first Meeting in March had 25 men and 25 women in attendance, and they tackled the difficult topic of suicide.

Unfortunately Hassim is leaving his job for another work opportunity. Our Women's Group had a combined event with Hassim for the children and families of community this month, it was held the week after NAIDOC, as the children were back at school. There was a NAIDOC March from the school to the hall, lots of games and activities with children, a prayer from the Mayor, prizes and something to eat. The event was well attended, it was a great success.

Sport & Recreation, the Gym and the Town Pool

The Gym

A WHS report on the gym at the MPC was completed by Councils Workplace Health & Safety Officer on the 24 June 2026. The findings of her report led to a recommendation of closing the gym until Council are able to undertake a formal assessment (Facility Risk Management Assessment) and determine the appropriate level of maintenance, investment, and operational controls required moving forward.

The gym has been closed since the 1 July. Council are looking at engaging a consultant for an assessment of its current condition and implementing a plan for its future.

The Pool

The Town Pool has been closed for the last month, there is a problem with the PH level of the water, a specimen has been sent to Cairns on Thursday 16/7/26.

There have been no enquiries about the pool not being open, community are commenting that it's too cold to swim.

Sport and Recreation

Equipment has been received for the MPC to assist with delivering different activities – flag football, pickle ball, Mini rugby goals, dodgeball and indoor soccer.

Swimming QLD have been locked in for their annual program of training (first aid, CPR), water play and activities for the school holidays and learn to swim for all ages (mums/dads and bubs, aged care clients, NDIS participants, adults that want to learn to swim). They will be in Kowanyama for 5 separate weekly sessions over the 26/27 year.

Centrelink

Further discussions have occurred between Services Australia and the CEO. Services Australia have now set a date to come to community and investigate the IT issues that have ceased Centrelink operations in Kowanyama.

Post Office

The Post Office had a four day visit from First Nations CBA this month. A meeting was organised between the PO Manager, EM Community Services and two bank staff. PO Manager provided some valuable feedback to the bank about challenges in the post office with banking and recruiting staff remotely. One of the difficulties in smaller

communities is the access to a justice of the piece (JP) to sign documents for identification purposes, our PO Manager suggested that PO Managers and Assistant Managers are well trained and qualified to sign these documents for identification, the bank stated that they would escalate this to higher management.

Customers are up 9% from last month.

Melissa Davey leaves the Post Office on Tuesday 21 July. Advertising is underway for replacement. Post Office will need to close on a Friday afternoon while the Assistant Manager position is not filled.

Attachment: YETI Schools Up North Program Proposal 2025–26 Extension





YETI: SUN Program Proposal 2025-26 – Extension

THE KOWANYAMA YOUTH STRATEGY: DEVELOPMENT PROJECT

INTRODUCTION

YETI's Schools Up North Program (SUN) is in the final phase of development of the four-year **Kowanyama Youth Strategy 2026-30** for Kowanyama Aboriginal Shire Council (KASC). The Youth Strategy will enable Council to strategically meet the current and future needs of its young people and their families, and provide overall direction for Council to guide programs, initiatives, advocacy and support work for children, young people and their families.

The eighteen-month project was to deliver the Strategy to Council in June 2026. Due to time and resource issues affecting its development, and the complexity involved in developing the strategy's foundation document, **The Kowanyama Youth Profile 2025-26**, the project finish date has been extended to December 2026. This proposal sets out the resources and timelines required to achieve project outcomes, for Council's consideration.

BACKGROUND

The first eighteen months of the development project focused on generating a current, local, accurate evidence base that could inform and support community members to define priorities and mechanisms for action under the Youth Strategy.

The **Kowanyama Youth Profile** was developed to better understand the important issues for children and young people, 0-24 years of age, in Kowanyama in 2025 and beyond. It paints a picture of the community strengths and challenges impacting young people, using public data and the voices of people living and working in Kowanyama. In taking a whole-of-community approach, the Profile provided an opportunity for young people and their families to articulate what they value in their lives, are concerned about now, and hope for in the future.

Kowanyama aims to be a leader among Cape York councils in developing an evidence-based youth strategy that meaningfully includes young people in decision-making. The Profile represents the first step in that process and will inform the development of the **Kowanyama Youth Strategy 2026-30**.

The Kowanyama Youth Strategy will provide the Kowanyama Aboriginal Shire Council with the means (through policy, programs, partnerships and participation) to ensure that Kowanyama Community is an enabling environment for all children and youth to realise their optimal potential as young adults with responsibilities to themselves, their family, their community, their culture – and future generations.

The purpose of the Kowanyama Youth Profile is to:

1. Provide trusted information to support Council and community leaders in 2026 to define priorities and mechanisms for action under the Youth Strategy,
2. Inform and stimulate community discussion about future directions for children and young people, and
3. Engage young people as active participants in this process, building leadership capability for the future.



Further, for service providers, it offers evidence that can be used for more effective program delivery for children, young people and families. For governments at all levels, it provides an overview of where the pressing needs are in Kowanyama. Under Council's leadership, it realises the potential for community members, service providers and governments to work together to develop a collaborative Youth Strategy and Action Plan to 2030.

OBJECTIVE

SUN will continue to work with Kowanyama Council to develop an actionable resource – the Kowanyama Youth Strategy – that is relevant to the identified needs of current and future children and youth in Kowanyama, and which reflects the circumstances and values of the community of Kowanyama.

PROCESS OVERVIEW

SUN (core staff and partners) will undertake a capacity-enhancing process involving a series of three community workshops and a celebratory Community Launch of the strategy in Kowanyama. The outcomes of these meetings will be twofold. First, to enable participation and support agency across community groups in the process and thereby encourage ownership and investment in the outcomes. Second, to identify commonalities (across groups) and unique issues (for specific groups) that will form the basis for workshops with the Kowanyama Council from which the core principles of the Youth Strategy will be defined. These will be framed to ensure local relevance, ability to be progressed and capacity for assessment and monitoring.

PROCESS PRINCIPLES

To support community participation and agency the SUN approach will be:

- Bespoke – focusing on Kowanyama realities rather than generic considerations;
- Inclusive – of groups (by ability, age, sector/agency/group...);
- Capacity building – valuing opinions, providing information, supporting ownership, and;
- Youth enabling.

SUN STRENGTHS

- Existing relationships in Kowanyama
- Context awareness and demonstrated capacity to work locally
- Facilitation of the earlier Kowanyama Youth Profile process
- Flexibility – unconstrained by sectoral or institutional guardrails
- Partnerships – with committed organisations.

SUN TEAM

Helen Travers – Program Manager

Dr Ernest Hunter – Mental Health Consultant

Danielle Williams – Education Consultant



PROJECT SCHEDULE

1. Deliverables

Reports and Documents

1. Kowanyama Youth Profile 2025-2026: Community Report

What: Report on the wellbeing, perspectives and priorities of Kowanyama young people, using:

- Publicly available data (government and other sources)
- Information and data held by organisations who work with Kowanyama young people
- Surveys, focus groups and interviews with Kowanyama young people and their families

Why: Put the voice of young people at the centre of an evidence base created to inform development of the Kowanyama Youth Strategy; provide evidence base for KASC and other organisations to consider future activities designed to support young people; inform Kowanyama community about how their young people are faring.

When: June 2026

2. Kowanyama Youth Strategy 2026-2030

What: KASC's official youth strategy, to be directly aligned with KASC Corporate Plan 2025-30. The Kowanyama Youth Strategy will provide strategies, performance indicators and a bespoke data tool to guide KASC activities relevant to improving the wellbeing of Kowanyama young people. This includes developing formal mechanisms to provide Voice to the future leaders of the community.

Why: Provide 1) framework to guide KASC activities relating to identified needs of current and future young people 2) performance indicators to measure the success of implemented strategies in improving the wellbeing of Kowanyama young people 3) a mechanism for KASC to assess the relevance and appropriateness of initiatives proposed by other organisations requesting KASC support.

When: November 2026

3. Kowanyama Youth Action and Investment Plan 2026-2028

What: Sitting under the Kowanyama Youth Strategy, this two-year Action Plan will identify priority activities for KASC and other stakeholders to undertake to improve the wellbeing of Kowanyama young people. It's anticipated that this would be followed by a second Action Plan (2028-2030) which would run until the end of the Youth Strategy and Corporate Plan.

Why: Provide short, sharp strategies for immediate action, and long-term strategies for phased implementation, based on the priorities identified within the Youth Profile and Youth Strategy.

When: December 2026



2. Community Activities

Timeframe: July – December 2026

Community Visits: 4 SUN visits:

- 3 Strategy development trips – workshops, community feedback, Reference Group meetings
- 1 Community Launch - November 2026

Stakeholder Groups: KYS Working Group

- To include key contact persons from KASC, KSS and SUN to have direct input into the co-design of the Youth Profile, Strategy and Action Plan

KYS Reference Group

- To include key contact persons from service providers and community groups who can provide data and feedback regarding their work with Kowanyama young people

Kowanyama Young People

- Through the participation of young people in the development of the Youth Profile in 2025 and its launch in mid 2026, we anticipate that a core group will assist with the co-design of the Kowanyama Youth Strategy and two-year Action Plan.

Data Metrics: The Kowanyama Youth Metric - a bespoke data tool that will provide a manageable load of information to KASC that is timely, reliable, useful and replicable – is a process in progress.

Advocacy: Advocacy to organisations, philanthropic groups, university researchers and government departments regarding KASC's strategic focus on increased support for young people.



3. Schedule

Financial Year	Timeline	Planned Activities	Deliverables
2026-27	August	Community visit 1 Meeting 1 & 2: -Presentation of KY Profile to Strategy Working Group -QnA and feedback -Feedback from participants on strategies presented in Nest Domains	• Community consultations, meetings • First draft Strategy
	September	Community visit 2 • First draft strategy presentation • Further workshopping of priorities & strategies	• Second draft Strategy • First Draft Action Plan
	October	Community visit 3 • Finalise KYS inputs from community members and stakeholders for final write up of Strategy & Action Plan • Interagency meeting for final feedback • KASC meeting for final feedback	• Final draft Strategy • Final Draft Action Plan
	November	Community Launch • Formal presentation of KYS to KASC • Planned celebratory events – music, food	• The launch • Kowanyama Youth Strategy Package
	TBD	• KYM Workshop Cairns KASC Office • BS Student Workshops	• Kowanyama Youth Metric designed • Student input into the Strategy

Abbreviations: KYP – Kowanyama Youth Profile; KYS – Kowanyama Youth Strategy; KYM – Kowanyama Youth Metric; KASC – Kowanyama Aboriginal Shire Council.



Schools Up North

Mental Health For Learning

KOWANYAMA YOUTH STRATEGY DEVELOPMENT PROJECT 2025-2026

KASC: PROJECT BUDGET – EXTENSION JULY-DECEMBER 2026

Expense Item	2024-25 FY (Jan-Jun 2025)	2025-26 FY (Jul2025-Jun2026)	2026-27 FY (Jul-Sept 2026)	(Oct-Dec 2026)	TOTAL
Consultancy – includes flights	30,000	60,000	20,000	30,000	50,000
Ernest Hunter	30,000	60,000	Self-funded	15,000	
Helen Travers	YETI	YETI	20,000	15,000	
Danielle Williams	KSS	KSS	KSS	KSS	
Accommodation	-	-	0,000	In-kind	In-kind
Ernest Hunter	YETI	YETI	YETI	Provided by KASC	
Helen Travers	YETI	YETI	YETI	Provided by KASC	
Danielle Williams	KSS	KSS	KSS	Provided by DoE	
Community Workshops			0,000	0,000	0,000
Catering and Incidentals	YETI	YETI	YETI	tbc	
Participation Incentives	YETI	YETI	YETI	tbc	
Community Launch	-	-	-	KASC tbc	KASC tbc
Report Production	Unspent 3,000	Unspent 20,000	-	KASC tbc	KASC tbc
		Unspent 10,000			
KASC ANTICIPATED TOTAL: \$173,000 *KASC ACTUAL TOTAL: \$140,000	ANTICIPATED \$33,000 *ACTUAL \$30,000	ANTICIPATED \$90,000 *ACTUAL \$60,000			TOTAL \$50,000



PROJECT PROPOSAL ENDORSEMENT

1. Kowanyama Aboriginal Shire Council (KASC)

Contact Person: CEO Alan Neilan

Project Alignment:

We fully endorse this project proposal as it aligns with KASC's Corporate Plan 2025-30 and its priority focus on youth health and development.

Proposed Role:

We are prepared to lead the development of this project through direction from the Mayor (Youth & Education portfolios) and Council CEO, by providing local government expertise and resources, and a commitment to community engagement through co-design.

Endorsement Signature:

Endorsement Signature:

Mayor Territa Dick

CEO Alan Neilan

Date:

Date:

2. Kowanyama State School (KSS)

Contact Person: Leara Aiden – School Community Partnerships Facilitator (SCPF)

Project Alignment:

We fully endorse this project proposal as it aligns with the school's Annual Implementation Plan and strategies outlined in the DoE's Partnership Initiative.

Proposed Role:

We are prepared to contribute to the development of this project through leadership by the Principal, the provision of resources and a commitment to community engagement through co-design.

Endorsement Signature:

Janene Harrison

Principal

Date:



3. YETI: Schools Up North (SUN) Program

Contact Person: Program Manager, Helen Travers

Project Alignment:

We fully endorse this project proposal as it aligns with the principal goal of SUN – supporting Indigenous youth mental health and wellbeing – and the expansion of SUN’s scope to include supporting community agency in educational reform and youth matters.

Proposed Role:

We are prepared to manage the development of this project under direction from the Mayor and Council CEO, by providing facilitation expertise and resources, and a commitment to community engagement through co-design.

Endorsement Signature:

Genevieve Sinclair

CEO YETI

Date:

Helen Travers

YETI:SUN Program Manager

Date: