

Kowanyama Aboriginal Shire Council

Council Meeting Agenda

Tuesday, 25 August 2026, 10:00 AM – 3:00pm

Kowanyama Chambers and Cairns Boardroom



1. **Welcome**
2. **Apologies / Conflict of Interest**
3. **a. Minutes from the Previous Meeting (29 July 2026)**
b. Action Items
4. **Reports**
 - 4.1. Councillor Portfolio Updates
 - 4.2. Chief Executive Officer
 - 4.2.1. Information Report – Monthly Update
 - 4.2.2. Agenda reports
 - 4.3. Executive Manager Corporate and Financial Services
 - 4.3.1. Information Report: Monthly Update
 - a. Governance
 - b. Human Resources
 - c. Grants and Funding
 - 4.3.2. Agenda Reports
 - 4.4. Executive Manager Roads, Infrastructure and Essential Services
 - 4.4.1. Information Report: Monthly Update
 - 4.4.2. Agenda Reports
 - a. Batching Plant Tender
 - b. Cultural Vault Tender
 - c. Support Visit Outcome Summary
 - 4.5. Executive Manager Community Services
 - 4.5.1. Information Report: Monthly Update
 - 4.5.2. Agenda Reports
 - a. Council Calendar of Events
 - b. SUN Program Extension
 - c. Commercial Accommodation
 - d. Unbudgeted Expenditure
5. **Other Business**
6. **Closed Business**
 - 6.1. Debt write-off



Kowanyama Aboriginal Shire Council

July Council Meeting Minutes

29 July 2026, 10:00 AM – 3:44 PM

Kowanyama Council Chambers and Cairns Boardroom

Table of Contents

1.	Opening/Welcome.....	3
2.	Conflicts of Interest	3
3.	Previous Minutes / Action Items	3
4.	Reports.....	4
4.1.	Mayor, Deputy, and Councillor Updates	4
4.2.	Chief Executive Officer	4
4.3.	Executive Manager Corporate and Financial Services.....	5
4.4.	Executive Manager Roads, Infrastructure and Essential Services	6
4.5.	Executive Manager Community Services and Cultural Heritage	7
5.	Deputation	7
6.	Closed Business.....	8

Present

Kowanyama Council Chambers

Cr. Territa Dick (Mayor)
Cr. Teddy Bernard (Deputy Mayor)
Cr. Coralie Lawrence
Cr. Richard Stafford
Alan Neilan – Chief Executive Officer
Eddie Ibal – Acting Executive Manager Roads, Infrastructure and Essential Services
Gina Rainbird – Executive Manager Community Services
Danae Maltby – Governance Officer

1. Opening/Welcome

Meeting commenced at 10:00 AM.

Mayor welcomed the Councillors and Executive Team to the July 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. Richard Stafford

CARRIED

3. Previous Minutes / Action Items

a. Previous Minutes

RESOLUTION: Minutes (June 2026 Ordinary Meeting)

Minutes from the Ordinary Council Meeting 30 June 2026 to be adopted as true and accurate.

Moved: Cr. Territa Dick
Seconded: Cr. Teddy Bernard

CARRIED

b. Action Items

Action Items register was noted and tabled.

4. Reports

4.1. Mayor, Deputy, and Councillor Updates

Action: Information regarding finalising maintenance and open job(s) for the Men's Shed to be provided to Councillors at August OCM by EMCS.

Action: CEO to investigate with CEQ if QLD government are planning on removing or reducing the freight subsidy. If yes, to advocate to State and Federal governments to leave it in place.

Action: EMCS to meet with Councillor Stafford prior to next OCM and inspect Men's Shed together.

Cr. Richard Stafford left the meeting at 10:15am. Cr. Richard Stafford returned to the meeting at 10:21am.

Action: The CEO will work with the HR Manager to review and update the organisational structure to ensure the Community Bus role is appropriately aligned within the correct department and reporting line.

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

4.2.3. Agenda report

a. Waiver of Fees and Charges – Commercial Accommodation

RESOLUTION: Council resolved to proceed with Option 1: Decline to approve commercial fees and charges waiver.

- Decline to approve commercial fees and charges waiver.

Moved: Cr. Territa Dick

Seconded: Cr. Teddy Bernard

CARRIED

Cr. Territa Dick left the meeting at 10:41am. Cr. Territa Dick returned to the meeting at 10:46am.

Cr. Territa Dick left the meeting at 10:48am. Cr. Territa Dick returned to the meeting at 10:50am.

Action: Executive Managers to ensure that job vacancies are to be placed on noticeboards around community, referring applicants to RISE.

Cr. Territa Dick left the meeting at 11:18am. Cr. Territa Dick returned to the meeting at 11:23am.

Action: EMRIES to provide information at August Ordinary Council Meeting in relation to the garbage truck as community members have been calling Councillors on sporadic pickups.

4.3. Executive Manager Corporate and Financial Services

4.3.1. Information Report

a. Governance Update

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

b. Finance Information Report

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

c. Human Resources Information Report

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

4.3.2. Agenda Reports

a. Cattle Muster Tender

The Cattle Report was moved to Closed Business on the basis that it contains commercially sensitive information. The report will be considered in accordance with section 254J(3)(g) of the Local Government Regulation 2012 (Qld), relating to commercial information of a confidential nature that could, if disclosed, prejudice the commercial position of the entity concerned. Policy and Procedure

b. Policy and Procedure

RESOLUTION: That Council adopts the KASC-STAT-044 Child Safe Code of Conduct.

Moved: Cr. Teddy Bernard
Seconded: Cr. Richard Stafford

CARRIED

RESOLUTION: That Council adopts the 'KASC-STAT-047 Child Safe Reporting Policy.

Moved: Cr. Territa Dick
Seconded: Cr. Richard Stafford

CARRIED

RESOLUTION: That Council adopts the 'KASC-STAT-048 Child Safety and Wellbeing Policy.

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

CARRIED

RESOLUTION: That Council adopts the 'KASC-STAT-049 Supervision and Duty of Care Child Safe Policy.

Moved: Cr. Coralie Lawrence
Seconded: Cr. Richard Stafford

CARRIED

Action: EMRIES to provide information at August Ordinary Council Meeting in relation to the garbage truck as community members have been calling Councillors on sporadic pick-ups.

Cr. Coralie Lawrence left the meeting at 11:42am. Cr. Coralie Lawrence returned to the meeting at 11:47am.

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.

4.4.2. Agenda Report

a. Adoption of First Nations Payment Guide

RESOLUTION: That Council resolve to adopt the Department of Environment, Tourism, Science and Innovation First Nations Payments Guide (Version 6.03) as Council's payment guide for the engagement of Tradition 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.

Moved: Cr. Richard Stafford

Seconded: Cr. Coralie Lawrence

CARRIED

b. Subdivision Housing Amendment

Resolution: That Council resolve 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.

Moved: Cr. Territa Dick

Seconded: Cr. Teddy Bernard

CARRIED

Meeting break from 11:56am – 12:55pm

Cr. Territa Dick left the meeting at 1:06pm. Cr. Territa Dick returned to the meeting at 1:10pm.

4.5. Executive Manager Community Services and Cultural Heritage

4.5.1. Information Report

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

Cr. Territa Dick left the meeting at 1:06pm. Cr. Territa Dick returned to the meeting at 1:10pm.

Cr. Teddy Bernard left the meeting at 1:21pm. Cr. Teddy Bernard returned to the meeting at 1:24pm.

Cr. Territa Dick left the meeting at 1:28pm. Cr. Territa Dick returned to the meeting at 1:31pm.

Cr. Territa Dick left the meeting at 2:03pm. Cr. Territa Dick returned to the meeting at 2:07pm.

5. General Business

Cr. Territa Dick left the meeting at 2:21pm. Cr. Territa Dick returned to the meeting at 2:36pm.

5.1. Agenda reports

- a. QBuild Housing Upgrades
 - Information report only. Does not require Council resolution.
- b. Housing Allocation

Cr. Territa Dick declared a potential conflict of interest (COI) for agenda report b. Housing Allocation due to direct personal relationship. Cr. Territa Dick left the meeting at 3:00pm.

RESOLUTION: That Council resolve to approve the recommendation from Department of Housing and Public works to property allocation as proposed.

Moved: Cr. Teddy Bernard
Seconded: Cr. Richard Stafford

CARRIED

Cr. Territa Dick returned to the meeting at 3:10pm

6. Closed Business

RESOLUTION: That pursuant to section 254J(3)(e) of the *Local Government Regulation 2012* (Qld), Council resolve to close the meeting to the public to discuss matters the subject of legal advice regarding the local government for which a public discussion would be likely to prejudice the interests of the local government.

Agenda Items:

- 6.1.a – Debt Write off
- 6.1.b – Cattle Muster – Tender

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

CARRIED

Out of Closed Business

RESOLUTION: That Council resolves to move out of Closed Business

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

CARRIED

6.1. Agenda reports

Chris McLaughlin (Acting Manager Governance) joined the meeting to present closed business reports.

a. Debt Write off

RESOLUTION: In accordance with Council's Debt Recovery Policy, Council resolves to:

Decline the write-off of the following debts owed to Council:

- David Patterson – \$39,554.47 (Kowanyama Contractor Donga, 2016–2019)
- David Patterson – \$5,810.00 (Kowanyama Men's Shed, 2020–2022)
- David Jack – \$6,357.14 (21C Tulathulum Street, April 2022 – July 2024)
- Joseph Adams – \$7,840.00 (22A Koltmomun Road 12/11/25–17/02/26); and

Proceed with debt recovery action in accordance with Council's Debt Recovery Policy.

Moved: Cr. Teddy Bernard

Seconded: Cr. Richard Stafford

CARRIED

Action: Governance to proceed with obtaining legal advice on estimated costs and debt recovery options and present to August OM.

b. Cattle Muster – Tender

Cr. Teddy Bernard left the meeting at 3:13pm. Cr. Teddy Bernard returned to the meeting at 3:16pm.

Cr. Territa Dick left the meeting at 3:22pm. Cr. Territa Dick returned to the meeting at 3:27pm.

In accordance with section 254H of the Local Government Regulation 2012, Council records that it did not adopt the officer recommendation / resolution for the following reasons:

- The resolved supplier was considered by Council to be better positioned to meet local operating conditions and community requirements, and to deliver the services in a manner that aligns with Council's objectives and expectations.

Alternative Resolution Carried:

RESOLUTION: That Council resolve to award contract KASC-2026-050 Kowanyama Cattle Muster to Hancock Contracting 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.

Moved: Cr. Teddy Bernard

Seconded: Cr. Richard Stafford

CARRIED

Cr. Coralie Lawrence left the meeting at 3:32pm. Cr. Coralie Lawrence returned to the meeting at 3:37pm.

Ordinary Meeting closed: 3:44pm

Unconfirmed



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	August 2026. Security of the facility is nearing completion. EMCS is reviewing the Position Description for the Caretaker's position to progress recruitment.	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	August 2026. Council IT officer assisted Centrelink staff to identify problems at the office. Outcome is that Centrelink will need to organise their staff to visit and assist the network issues for the agency to be operational. Recruitment of agency staff will follow.	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	August 2026. Mayor and CEO met with CEQ on a number of operational issues. CEQ are not seeking to enforce this directive at this time.	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	August 2026. DHPW have been informed	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	August 2025. Closed	Open	
Council Meeting	July	2026	Men's Shed	Information regarding finalisation of maintenance and open jobs for the Men's Shed to be provided to Councillors at August Ordinary Meeting	EMRIES		Open	
Council Meeting	July	2026	Freight Subsidy	Investigate with CEQ if QLD Government are planning to remove or reduce the freight subsidy. If yes, to advocate to State and Federal governments to leave in place	CEO	August 2026. Mayor and CEO met with CEQ to discuss.	Open	
Council Meeting	July	2026	Men's Shed	Meet with Cr Stafford prior to August OCM to inspect Men's Shed	EMCSCH		Open	
Council Meeting	July	2026	Community Bus	Current bus driver should report to Office Manager, not EMRIES. HR/Employment Hero Business Analyst to investigate through instruction through CEO. Must ensure satisfactory communitacation regarding driver's absences and addressing a substitute.	CEO	August 2026. CEO has raised with both Aged Care Manager and Office Manager to communicate status of both driver's attendance.	Open	
Council Meeting	July	2026	Job Vacancies	Executive Managers to ensure all job vacancies are to be posted on physical noticeboards around community referring applicants to RISE	Executive Managers		Open	
Council Meeting	July	2026	Rubbish removal	Provide information at August Meeting in relation to the garbage bin's status (always breaking down) as Community members have been calling Councillors on sporadic pick ups of refuse.	EMRIES		Open	
Council Meeting	July	2026	Council Gym	Operational Gym manual to be provided to EMCSCH prior to August meeting	Governance		Open	

4.2.1.a. – Information Report – Activity

Title:	CEO Update
Author:	Chief Executive Officer
Meeting Date:	25 August 2026

Executive Summary

To provide Council with an update of activities undertaken by Chief Executive Officer, Alan Neilan for the month of July, 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

4.2.1.b – Information Report

Title:	CEO Update
Author:	Acting Administration Manager
Meeting Date:	August 25, 2026

Executive Summary

To provide Council with an update of activities undertaken by the Office Manager following the Ordinary meeting on July 29, 2026.

Administration Office

- Processed Local Fare Scheme applications for community members (3 new applications for the month of July).
- Maintained, updated and shared the Local Fare Register with TMR to ensure information remained correct.
- **TMR Local Fare Scheme participants are limited to 24 subsidised flights per financial year under the TMR Local Fare Scheme.**
- **Under TMR policy, passengers who fail to travel on booked flights (no shows) may be suspended or permanently removed from the scheme.**
- 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.
- Admin staff supported a local student undertaking work experience at the Administration office and assisting the student in developing workplace and communication skills

Contractor's Camp

- Contractor's Camp has been fully booked during this reporting period
- 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

- Shared Kitchen requires major repairs.
- Work orders and quotes have been put through to building services team for a new ramp leading into laundry, repair for damaged walls and ceiling sheeting in shared kitchen area, installation of splashback behind stoves, installation of rangehoods and oven and stove inspections.

Roads Camp

- Roads Camp inspected during the reporting period
- All vacant ensuite rooms cleaned and being prepared for occupancy.
- Shared kitchen area cleaned prior to the installation of stoves, ovens and sinks.

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 four applications received. Interviews have been scheduled and organised.

4.3.1.a – Information Report

Title:	Governance Monthly Update
Author:	A/ Manager Governance
Meeting Date:	25 August 2026

Key Items

Cultural Vault

The Cultural Vault ILUA has been registered by the National Native Title Tribunal Registrar.

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. Awaiting assessment by the Panel.

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 awarded at the July OM. PBC notified.

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.

KASC ats Ngokal Weendi Aboriginal Corporation

The Plaintiff has now provided the Particulars of Claim, which had been outstanding since October 2025, and has proposed that the matter proceed to an early mediation. The Plaintiff has also proposed extending Council's undertaking not to muster the Grazing Area until 30 April 2027; Council has already pre-emptively incorporated this requirement into its Muster contract (2026 – 2027).

The Plaintiff's proposal is to resolve the dispute constructively, including matters concerning the cattle, mustering and application of proceeds, with the Plaintiff offering to provide witness statements ahead of mediation. While the proposed timeframe appears short given the recent receipt of the Particulars and outstanding disclosure, mediation remains considered an appropriate course if a suitable timeframe can be agreed. Joshua Creamer has been proposed as mediator, with Cairns or a local venue suggested as possible locations.

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.

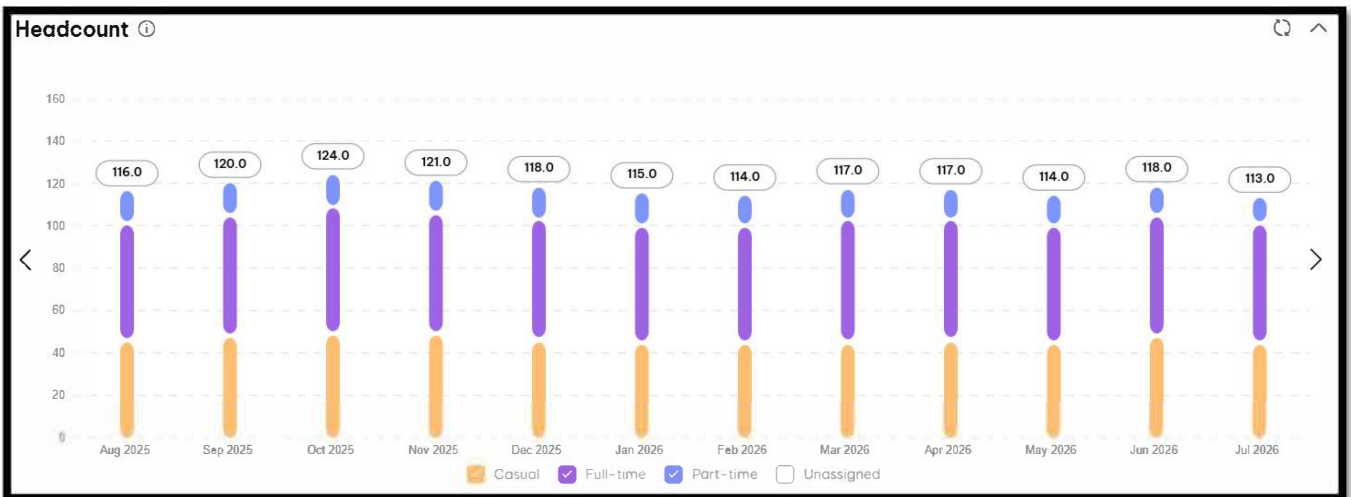
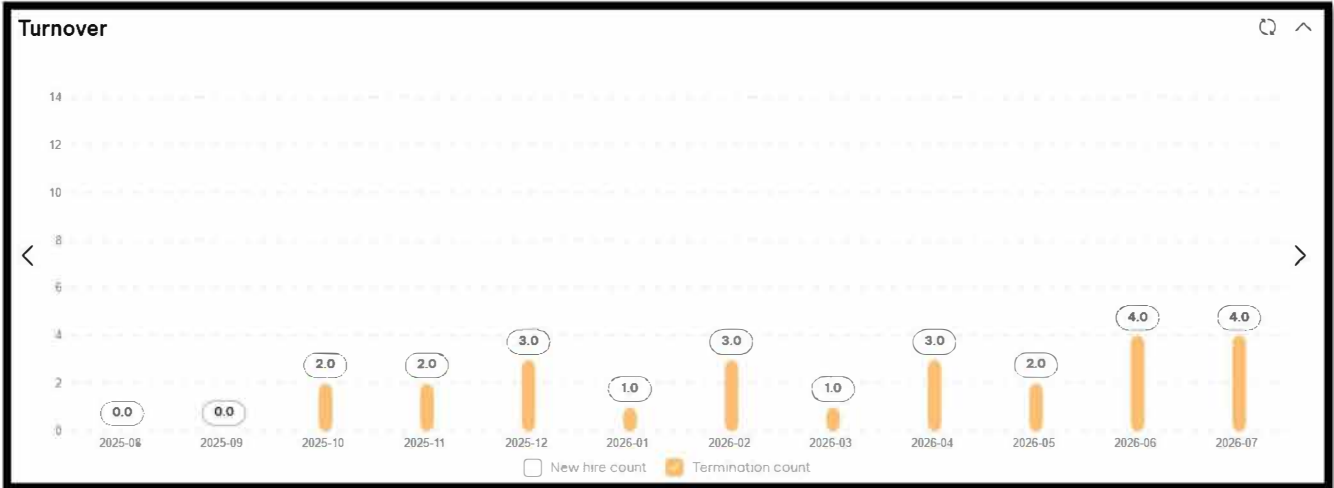
Forms have been distributed to Councillors for completion.

4.3.1.b - Information Report

Title: HR Monthly Information Report

Author: A/Manager Human Resources

Meeting Date: 25 August 2026



Recruitment

Position Title	Recruitment Process Stage
Executive Manager Roads, Infrastructure and Essential Services	Recruitment finalised. Contract Signed. Commencing in August.
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

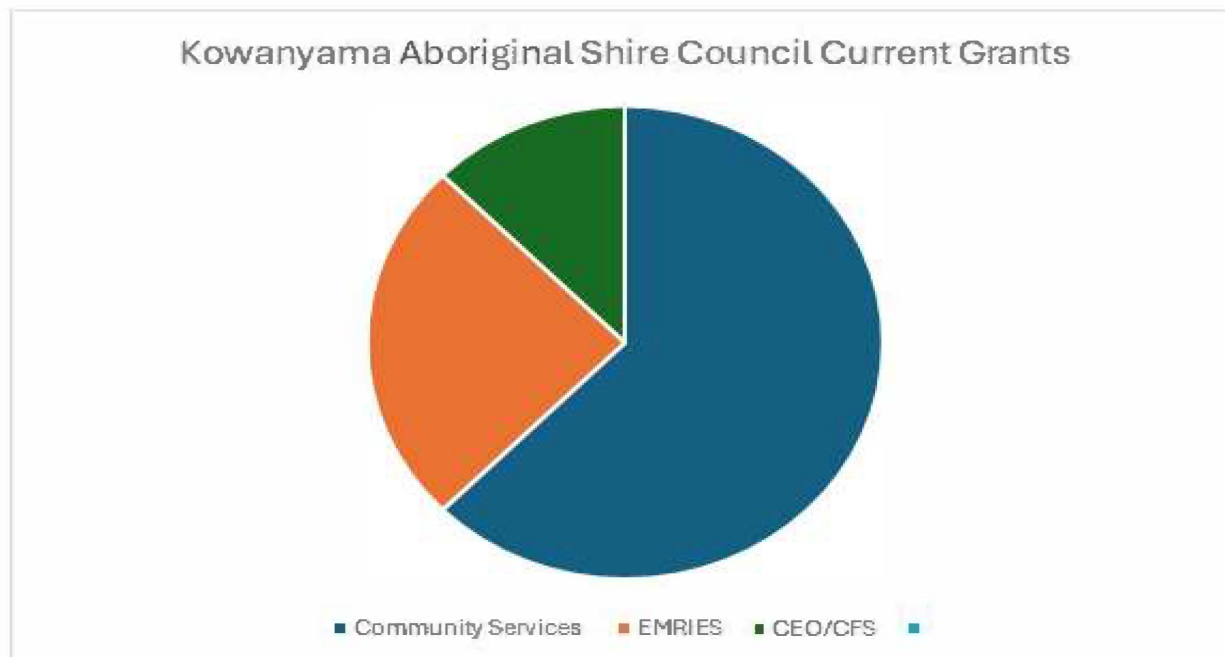
Aged Care Support Worker	Recruiting – Multiple roles being recruited. Police Clearance received – Contract drafted.
Radio Announcer	On Hold – No suitable applicants received. To be reviewed.
Ranger Coordinator	Recruiting to begin in August.
Station Hands Officer	On hold – Interviews conducted, RISE working with applicant to obtain personal documents for Criminal History Check. Reminded RISE to check in on applicants. Followed up with RISE again in July.
Manager Community Services and Events	Actively Recruiting. Interviews to be held in August. FIFO Model. Based in Cairns due to housing.
Manager Child & Youth Engagement	Actively Recruiting. Interviews to be held in August. FIFO Model. Based in Cairns due to housing.
Grounds Person	2 Applicants Recruited in June, 1 resigned in July.
Centrelink Officer	Recruiting – Interviews to be conducted however was being held off due to the Service Provider (Centrelink) IT equipment failures.
Ranger (Male)	Recruiting – Awaiting Criminal History Check
Manager Town Services	Recruiting – Closing date extended to mid-May. No suitable candidates – awaiting direction from EMRIES. July – to be advertised again.
Cleaner	Recruiting – Interviews to be conducted. 1 x applicant successful – waiting Criminal History Check. July – Further interviews to be had in August.

Current Workers Compensation Claims

- 1 claim

4.3.1.c – Information Report

Title:	Grants and Funding Update
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	25 August 2026

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

- Community Services: 21
- EMRIES (excluding roads and infrastructure): 9
- CEO/CFS: 5

Grant(s) ceased and pending new contracts as at 1 August 2026.

Project Title	Amount \$	Description	RAG	Comment
National Agent Access Points	\$107,665	Centrelink services.		KASC in discussion with Services Australia.

New grants received commencing from 1 July 2026 including Deeds of Variation(s):

Project Title	Description	Contract Start Date	Contract End Date	Value
Environment Health	Monitoring and surveillance of public and environmental health hazards and risks.	01/07/2026	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 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
Deadly Active Sport and Recreation	Coordinate and facilitate delivery of community identified physical activities	01/07/2026	30/06/2027	\$140,828
Kowanyama Security Upgrade	Expand CCTV platforms	01/07/2026	30/06/2027	\$382,822
Total New Grants (commencing July)				\$4,758,777

Funding applications submitted as at 1 August 2026 (pending outcomes):

Project Title	Description	Value
Containers for Change	Recycling planning project.	\$155,120
Fighting Illegal Dumping Partnership Program	Employ 1 FTE illegal dumping compliance officer.	\$284,000 – Successful*
Closing the Gap Priorities Fund	Women's Shelter upgrade	\$1,200,000
Disaster Ready Fund Round 4	4 x flood monitoring cameras	\$763,358
Safe Futures Grant Round	Scoping – enhance domestic violence projects	\$29,000

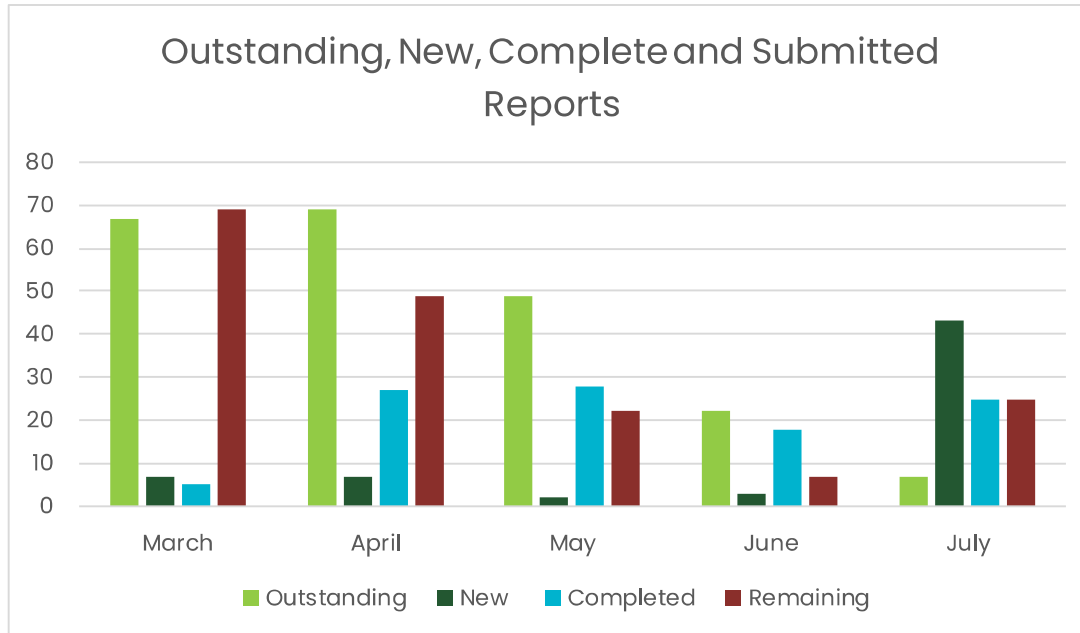
*Contract pending.

Underspend business case submitted as at 1 August 2026:

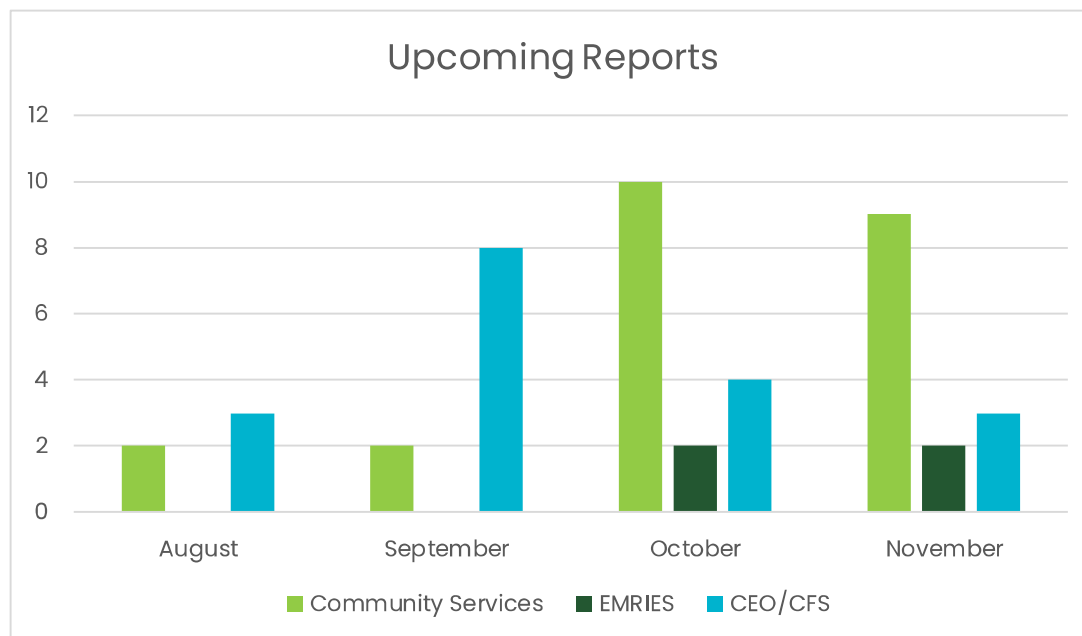
Project Title	Value	Comment
Women's Wellness	\$70,643	Under consideration by Department.
NIAA Sport and Recreation	\$31,378	Under consideration by Department
CCCFR (One-Tree)	\$131,401	Pending KASC completion of financial acquittal 2025–2026
Ranger Capability Building	\$3,018	Business Case to be developed and submitted to Department.

Reporting – Community Services, EMRIES (excluding roads and infrastructure) and Corporate Projects

Table 1: Outstanding, new, in progress and submitted reports (March to July 2026)



- July: 7 outstanding reports, 43 new, 25 completed and 25 remain outstanding.

Table 2: Upcoming reports (August to November 2026)

The reporting schedule through to November remains steady.

- **August** has **5** reports due, 2 Community Services and 3 CEO/CFS reports.
- **September** has **10** reports due driven primarily by CEO/CFS financial reporting requirements.
- **October** is the busiest reporting month, with **16** reports due including:
 - 10 Community Service reports
 - 2 EMRIES (excluding roads and infrastructure); and
 - 4 CEO/CFS reports.
- **November** reporting remains steady with **15** reports due:
 - 9 Community Service reports
 - 2 EMRIES (excluding roads and infrastructure); and
 - 3 CEO/CFS reports.

4.4.1 –Information Report

Title:	EMRIES Monthly Update
Author:	Executive Manager, Roads, Infrastructure and Essential Services
Meeting Date:	25 August 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 July 2026.

Building services (Qbuild Maintenance Program)

QBuild has 238 work orders currently in progress, 23 work orders awaiting approval, 12 completed work orders, 25 unscheduled work orders and 586 work orders have been invoiced to date.

There are currently 103 internal work orders, comprising 38 full rekeys with master keys on order, 22 works currently underway, 10 awaiting materials, and 33 in progress.

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. The crew has also been assisting the Waste Management team with rubbish bin collection due to the current bin truck being out of service and awaiting replacement parts.

Airport

RPT Flight Movements

23 Skytrans Flights – 1 late departure, 1 cancellation.

42 Hinterland Flights – no late departures nor cancelled flight.

Charter

26 Flights; 2 after hours/weekend call out.

RFDS

18 Flights; 7 after hours/weekend callouts.

Fuel

11,147L dispensed during July 26. Average approx. 2,604L per week.

78,121L available as at COB 31/07/2026

Current NOTAMs in place for increased bird hazards.

NOTAM #	Description	Raised by	date	Outcome
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 continued to progress during July, Emergency Works have been largely completed within the Kowanyama township and road network, including pothole repairs and targeted maintenance activities to improve road safety and serviceability. Lackon is looking to utilise the final delivery window of emergency works to continue completing any additional problematic pot holes within the town.

Flood damage inspections and damage capture across Council's unsealed road network have also been completed, supporting current Emergency Works claims and development of the 2025–26 QRA Reconstruction of Essential Public Assets (REPA) program.

Procurement for the 2025–26 Sealed and Unsealed Roads Reconstruction packages progressed significantly during the month, with tender documentation being finalised released to market. The Concrete and Stormwater Structures Program also progressed toward construction, with the SP8 package moving through final contract execution and mobilisation activities. These projects will form a major component of Council's 2026 dry-season infrastructure delivery program.

The Aerodrome Rehabilitation Program continues to progress, with planning focused on pavement rehabilitation, fuel storage and delivery infrastructure, stormwater improvements, security and access requirements. Further design, investigation and procurement activities will continue during the coming months.

The ATSI TIDS and QRRRP programs are progressing targeted pavement and drainage upgrades within the Kowanyama township, with the Gilbert White Street / Chellikee Street intersection being advanced under the 2026–27 ATSI TIDS Program and the Karrenganang Street / Chellikee Street intersection progressing under QRRRP. Both projects are intended to address recurring ponding, pavement deterioration and drainage issues through localised concrete pavement and drainage improvements, with planning and approval activities underway to support delivery during the current dry season where funding, design and procurement timeframes allow.

The Roads to Recovery (R2R) Program remains an important supplementary funding source for Council's road infrastructure program. Current planning is focused on coordinating R2R funding with other eligible road programs, including ATSI TIDS, to maximise delivery outcomes and support priority pavement and road-safety improvements.

Subdivision Housing Program Update

Council has approved the Schedule 3 variation to convert the proposed 1 x 6-bedroom dwelling into 2 x 3-bedroom dwellings. The formal Council resolution will be provided to support the variation, with confirmation of the preferred 3-bedroom design required before the project proceeds to the next stage.

Lackon has prepared a briefing note outlining the findings and recommended next steps for establishing permanent road access to Lot 24. Lackon can also provide a fee proposal for the required engineering feasibility assessment and detailed design works. The briefing note will be issued to Council for consideration.

The flood report has been received from SEEC and is currently undergoing final review. Preliminary findings indicate a favourable outcome for the project. The report will be distributed to Council once the review process is complete.

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

Design is currently under progress. 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
- 523A Chapman Road – COMPLETED
- 45A, B, C Chapman Road – Currently at 85% completion

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 – Tenant relocation is underway, with works scheduled to commence on 17th August.
- 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

PC Tanks has been awarded the contract for the reservoir upgrades project and associated works. The tender evaluation process assessed four submissions, with PC Tanks identified as the preferred contractor based on its demonstrated capability in local employment, workforce training, and successful delivery of reservoir projects in North Queensland Indigenous communities.

Abandoned Vehicles

Abandoned vehicle removal activities continued across Zones A and B during the reporting period.

- **Zone A:** 30 abandoned vehicles were removed to the Waste Facility, and one vehicle was relocated onto the tenant's property. A further 22 vehicles remain on Council verges, with 7 new abandoned vehicles identified during the reporting period.
- **Zone B:** Two vehicles were relocated onto tenants' properties. Seven vehicles remain on Council verges, with no new abandoned vehicles identified during the reporting period.

Overall, 30 vehicles were removed to the Waste Facility, 3 vehicles were relocated onto private properties, and 29 vehicles remain on Council verges across both zones.

Animal Registration and Management

- Total registered dogs in the community: **380**
- Total registered cats in the community: **26**
- New registrations during July: **32 dogs and 1 cat**
- Animals impounded during July: **4 dogs and 0 cats**

Emergency Management of Animals General Approval

Council has received approval from Queensland Health for the MPA 2019 General Approval – Emergency Management of Animals, effective from 27 July 2026 to 26 July 2028. The approval authorises Council's Senior Animal Control Officer, Lauren Quigley, to possess and administer approved substances in accordance with the General Approval and Council's Substance Management Plan.

The approved substances include Zoletil for the safe sedation of animals and Lethabarb for the humane euthanasia of animals when required. This approval will enable Council to respond more safely, promptly and humanely to animal emergencies, improving animal welfare outcomes and enhancing community safety.

This represents a significant milestone for Council's Animal Management Program and strengthens Council's capacity to effectively manage animal welfare and public safety incidents within the community

Water Act Review – First Nation Consultation

The Australian Government is undertaking a review of the Water Act 2007, with national First Nation consultations held between May and July 2026. The Acting EMRIES attended the consultation workshop on July 14th 2026 in Cairns, as a Council representative.

Consultation identified consistent priorities including greater First Nation involvement in water governance and decision-making, recognition of First Nation people as rights holders rather than stakeholders, protection of Cultural Water and indigenous knowledge, improve water quality and water security in regional and remote communities, and stronger recognition of indigenous rangers, other indigenous-led land and water management. Participants also highlighted the importance of climate resilience, transparent water monitoring and stronger accountability for decisions affecting Country and water resources.

A second phase of First Nations engagement is scheduled from August 2026 to test emerging reform options. The national Have Your Say consultation remains open until 31 August 2026, with outcomes to inform potential legislative, policy, governance and program reforms under the Water Act.

Magnificent Creek

The Magnificent Creek Stabilisation Project is approximately 97% complete. Major civil construction works have been completed, and revegetation planting has now been undertaken. Watering is continuing to support plant establishment, while installation of car park bollards is currently underway. The Queensland Reconstruction Authority has approved an Extension of Time to 31 December 2026, with final revegetation establishment activities expected to continue through to October 2026.

Ranger Program

Rangers completed the 2026 early season carbon project burns at Oriners and Sefton during July. Activities were undertaken across two separate field camps and involved the use of helicopters, drones and on-ground burning methods to achieve the required burn pattern. The burns were successfully completed with good coverage achieved across the targeted areas.

Rangers also undertook a turtle nesting program at Topsy Beach with Cape York NRM and Traditional Owner, supporting the protection and monitoring of nesting sites as part of ongoing land and sea management activities. This work contributes to local conservation outcomes by helping to identify nesting activity, reduce potential threats to turtle nests, and strengthen Ranger involvement in caring for culturally and environmentally significant areas across Country.

Rangers participated in a camp at Oriners with local primary school students and Traditional Owners. The camp provided an opportunity for students to engage with Rangers and Traditional Owners on Country and supported cultural knowledge sharing, environmental awareness and connection to Country.

Planning progressed with Cape York NRM for aerial pig control activities scheduled for August. Rangers also worked with Gulf Savannah NRM to coordinate logistics and planning for an aerial weed survey, supporting the identification and management of priority pest and weed areas across Kowanyama.

4.4.2.a – Agenda Report

Title:	Batching Plant Tender
Author:	Executive Manager Roads, Infrastructure and Essential Services
Meeting Date:	25 August 2026

Resolution

That Council resolve to award CHC Pty Ltd ACN 141566047 contract KASC-2026-058 (Batching Plant Operator) for a period of two (2) years on an as ordered basis at agreed pricing, commencing 1 September 2026 and delegate authority to the Chief Executive Officer to do all things necessary to enter into the contract, approve variations and pay invoices thereunder as and when due.

Executive Summary

Council's existing batching plant operating contract with Cameron Herbert Construction Pty Ltd is due to expire on 31 August 2026. To ensure the continued operation of Council's batching plant and obtain competitive market pricing, Council undertook an open Request for Tender process for the provision of batching plant operation services for the period 2026 to 2028. The contract provides for the successful contractor to manage batching plant operations on Council's behalf, including the supply and delivery of construction materials and concrete within the Kowanyama community in accordance with Council's published fees and charges. The procurement was undertaken in accordance with Council's procurement requirements and the sound contracting principles under the Local Government Act 2009.

Tender assessment

The Tender was published via Council's website and social media for the required 21 days, with tender period open from 2 July 2026 to 22 July 2026.

At close Council received two (2) submissions:

- Bartos Construction
- Cameron Herbert Construction

The Tender Assessment Panel consisted of:

- Danae Maltby (Governance Officer)
- Alan Neilan (CEO)

Submissions were assessed against the published evaluation criteria of Quality Management and WHS Management (10%), Ability to Meet Contract Timeframes (10%), Technical Capacity (30%), Key Personnel (10%) and Price (40%).

Both tenderers demonstrated a sound understanding of the operational requirements of the batching plant and provided suitable methodologies for delivery of the services. Both submissions satisfactorily addressed Council's workplace health and safety requirements, quality management obligations and demonstrated the technical capability required to perform the contract. The evaluation panel considered both tenderers capable of delivering the required services to an acceptable standard.

While both submissions performed satisfactorily in the non-price assessment criteria, CHC Pty Ltd submitted significantly lower rates across the pricing schedule, resulting in a substantially more competitive overall offer to Council. Given the comparable technical capability and compliance outcomes achieved by both tenderers, the pricing advantage offered by CHC Pty Ltd represented superior value for money and was a key differentiator in the evaluation process.

Accordingly, the Evaluation Panel recommends that Council award Contract KASC-2026-058 to CHC Pty Ltd as the submission assessed as offering the most advantageous outcome and best overall value for money to Council.

Recommended Officer Comment

The recommended tenderer is the incumbent operator and has demonstrated satisfactory performance throughout the current contract period. Combined with a compliant submission, strong operational capability and significantly lower tendered rates, the panel is satisfied that awarding the contract to CHC Pty Ltd represents the most financially advantageous and operationally sound outcome for Council.

4.4.2.b Agenda Report

Title:	Cultural Vault – Tender Approval Report
Author:	Executive Manager, Roads, Infrastructure and Essential Services
Meeting Date:	25 August 2026

Resolution: That Council resolves to award Contract KASC-2026-057 – Kowanyama Museum Cultural Vault Construction to Barto's Construction Pty Ltd (ABN 90 611 569 674) and authorise the Chief Executive Officer to enter into and execute all necessary contract documentation on behalf of Council and to make payments in accordance with the contract.

Background

Council released a Request for Tender RFT KASC-2026-057 – Kowanyama Museum Cultural Vault Construction for the construction of a purpose-built facility to provide secure, climate-controlled storage for culturally significant artefacts, historical records and museum collections. The project forms part of Council's ongoing commitment to preserving and protecting cultural heritage assets on behalf of the Kowanyama community.

The proposed Museum Cultural Vault is intended to provide a secure and appropriately controlled environment for the long-term preservation of culturally significant artefacts and historical collections. The facility has been specifically designed to incorporate climate control, dehumidification systems and appropriate security measures necessary to protect valuable cultural materials.

The tender period was open from 13 July 2026 to 3 August 2026, with Council receiving two (2) submissions at close:

- Bartos Construction
- HC Construction

Panel assessment was completed by:

- Eddie Ibal – Acting Executive Manager, Roads, Infrastructure and Essential Services
- Darryl Pollard Jnr – Building Services Manager

The tender evaluation identified that all conforming submissions exceeded the available grant funding allocation.

The preferred tender exceeds available funding by approximately \$373,373.68 (ex GST).

Financial implications

Works for Queensland (W4Q) funding is currently in shortfall due to overspending on other projects, resulting in less funding being available for the Vault project than originally budgeted. However, the required funds may be reallocated from the Asset Renewal Program, as this facility qualifies under that category because it is an existing asset undergoing upgrades and renewal works. It is important that we clearly identify the source of any reallocated funding so Council is fully informed.

Risk implications

Failure to proceed with the Museum Cultural Vault project may result in delays to the delivery of a key community and cultural infrastructure asset, impacting Council's ability to provide a secure and climate-controlled environment for the preservation of culturally significant artefacts and records. Deferral of the project may also increase future construction costs due to inflation, remobilisation expenses and changing market conditions.

In addition, Council may not be able to achieve the outcomes and deliverables required under the Works for Queensland funding agreement. Should the project not proceed, there is a risk that the funding body may seek the return of grant funds or otherwise determine that Council has not met its funding obligations, potentially affecting future grant opportunities.

Officer Comment

Recommend that Council approve the capital expenditure and proceed with awarding the contract to Barto's Construction Pty Ltd. The tender process has confirmed that the cost of delivering the Kowanyama Museum Cultural Vault exceeds the available Works for Queensland grant funding allocation; however, the project remains strategically important for the protection and preservation of culturally significant artefacts, archival records and historical collections. Proceeding with the project will enable Council to deliver an important piece of cultural infrastructure, maximise the benefit of the external grant funding already secured, and achieve the intended project outcomes. Failure to proceed may result in project delays, increased future construction costs, an inability to meet funding agreement deliverables, and the potential requirement to return grant funding if the project cannot be delivered as approved

Attachment: Support Visit Outcome Summary – Aboriginal and Torres Strait Islander Local Government Environmental Support Services Program





Kowanyama Aboriginal Shire Council

Support Visit Outcome Summary

June 2026



Aboriginal and Torres Strait Islander Local Government
Environmental Support Services Program
Department of Environment, Science and Innovation

DES Program Engagement Officer	Hollie Wakefield	DES Program Extension Officers	Eric Wason
Date of visit	8 -11 June 2026	Type of visit	Annual Baseline Survey
Administrative data required	eDocs file number	101/0039119	Continued visits required? ☒ Yes ☐ No
	EA (Environmental Authority) Number	EPPR0497313	
Infrastructure focus	☒ Landfill ☒ Sewage ☐ Quarry ☐ Aquaculture ☐ Transfer Station ☐ MRF (proposed site) ☒ Other 1. Illegal Dumping Sites 2. Concrete Batching Plant 3. Motor Vehicle Workshop	Site representatives present	Chief Executive Officer – Alan Neilan A/Executive Manager Roads, Infrastructure and Essential Services – Eddie Ibal Environmental Health Manager – Pat Peever Operators: Nathan, Carl, Aaron & Eugene AHW's – Lauren and Reynold
		Time spent with Council representatives	4 days

Table of Contents

Table of Contents.....	2
Engagement Summary.....	3
Observations Outcomes.....	5
Table 1. Sewage Treatment Plant: Observations, treatment, and community benefits	5
Table 2. Waste Management Facility Observations, treatment, and community benefits	9
Table 3. General Environmental Duty Concrete Batching Plant & Motor Vehicle Workshop Observations, treatment, and community benefits.....	16
Waste Management Baseline Survey	19
Waste Management Improvement Opportunities	19
Sewage Treatment Baseline Survey.....	20
Sewage Treatment Improvement Opportunities	20

Engagement Summary

The primary objective for the ESSP is to develop and maintain relationship with Council and gain an understanding of Council's environmental aspirations, priorities and offer strategic and constructive discussion for improving environmental performance and maintenance practices required to effectively operate critical waste and wastewater services to Community.

ESSP have visited Kowanyama on 8 occasions between 2023 and 2026, with the latest visit occurring between 8 - 11 June 2026. The key activity for this visit was to undertake annual baseline surveys of the Waste Management Facility and Sewage Treatment Plant (STP), details of which are included on page 19 and 20.

In addition, ESSP also visited the concrete batching plant, the motor vehicle workshop and illegal dumping hot spots around community to provide advice on the 'general duty provisions' of the *Environmental Protection Act 1994* (EP Act), and illegal dumping and littering provisions of the *Waste Reduction & Recycling Act 2011* (WRR Act), details of which are included in Tables 2 and 3 of this document.

It was acknowledged that given numerous changes in management over the last 12 months, there was an observed slip in the management of the waste management facility, however in the weeks following our visit operators have undertaken numerous activities to lift the environmental standards of the site of which they are to be commended for. The below map indicates current infrastructure and waste separation bays, and highlights new areas (ie Carcass Disposal, Tyre Storage) and potential new infrastructure (i.e. relocation of WTP shed & concrete crushing area). With an injection of new dedicated resources, improved management of construction and demolition waste and the engagement of a metal waste recovery/processing agent the environmental performance can be lifted. Specific observations and recommendations can be found in Table 2.

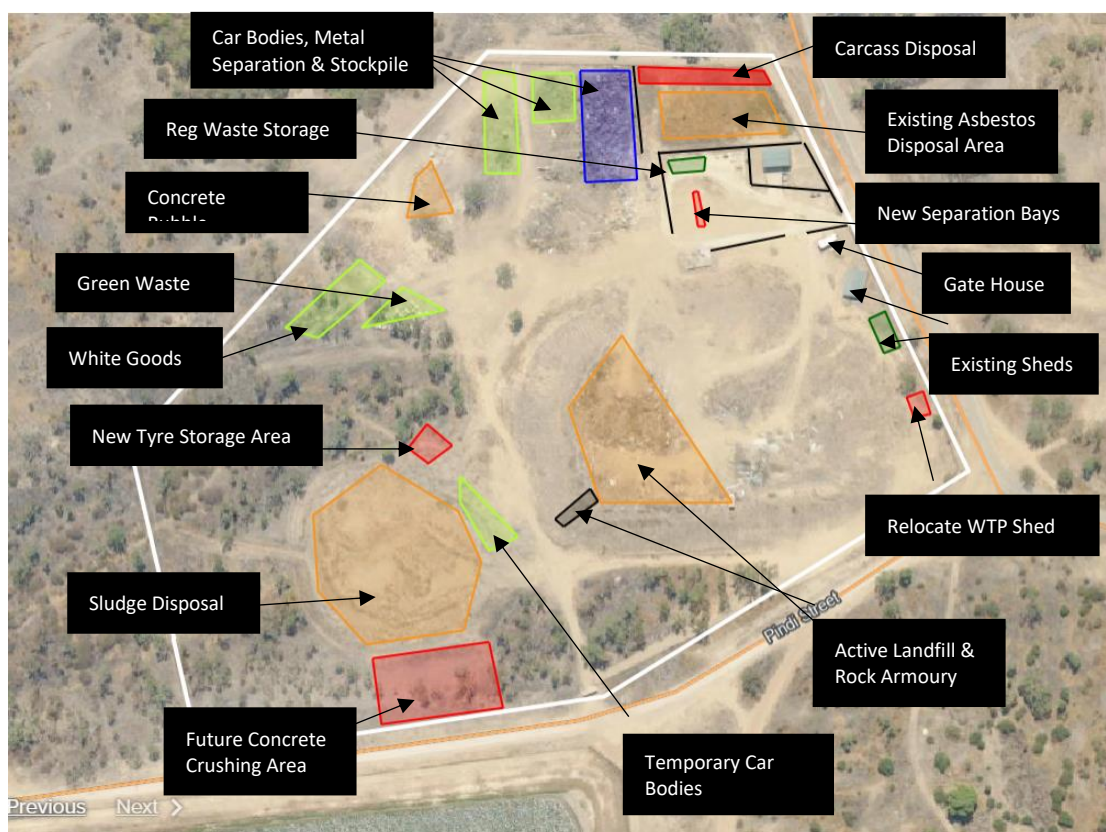


Figure 1: Current layout and proposed new additions of waste management facility

Similarly, there has been a gradual decline in the performance of the STP. The ESSP is concerned that without intervention, there are number of issues that may be exacerbated and potentially lead to instances of serious environmental harm, including:

- The integrity of the evaporation ponds western wall has been compromised by wind and wave action
- The irrigation system has not been operational since at least 2023,
- Several of the water gates have broken or are not functioning correctly; there is a small, but continual unauthorised discharge to the environment occurring.
- The aerators have not been functional since 2025

Specific observations and recommendations can be found in Table 1.

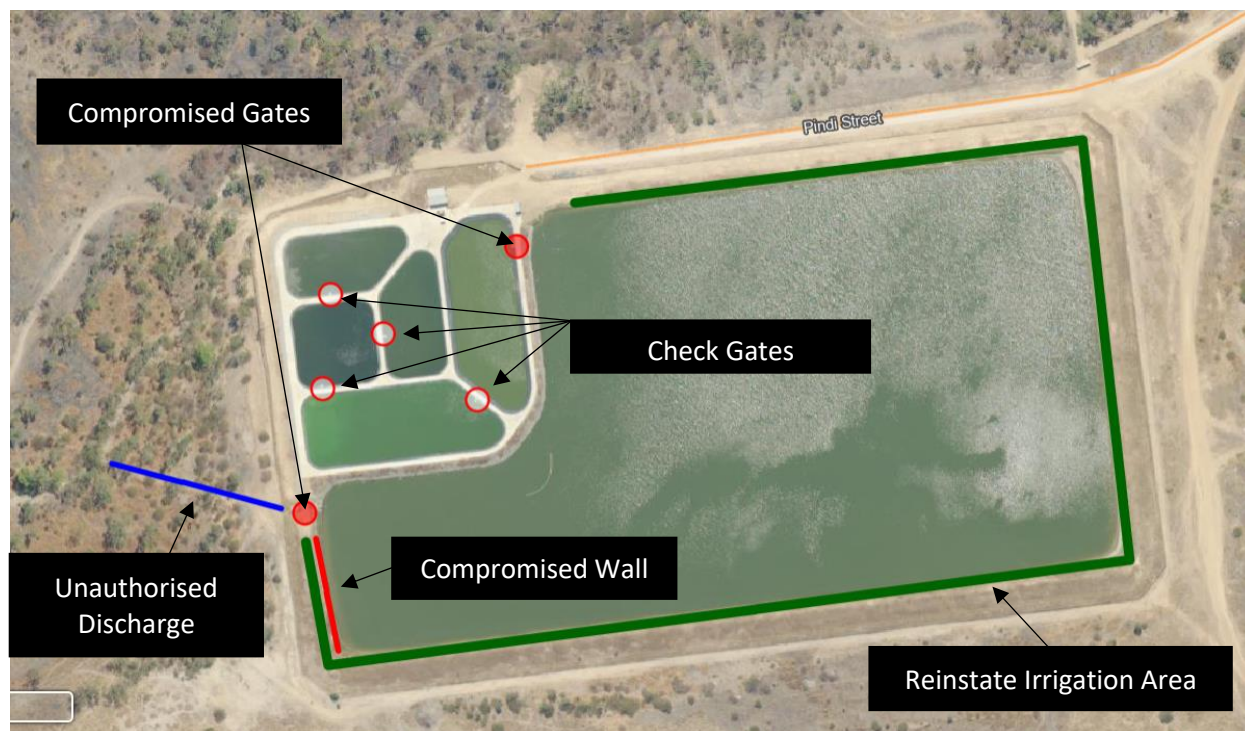


Figure 2: Areas of Concern – Sewage Treatment Plant



Photos 1 – 2: Unauthorised Discharge to Receiving Environment

Observations Outcomes

The below tables record the observation outcomes, with suggested recommendations where the ESSP team can lead support and identify potential Council/Community benefits and environmental compliance outcomes if the recommendations are implemented.

Table 1. Sewage Treatment Plant: Observations, treatment, and community benefits

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (June 2026)
		Sewage Treatment Plant					
1	July 2023, June 2024, June 2025, June 2026	Site Based Management Plan Some procedures are in place to support operational and maintenance requirements of the facility, however the introduction of a Site Based Management Plan is recommended.	Prepare and implement a Site Based Management Plan (SBMP) and provide training to staff on its use.	Work closely with Council operators to develop SBMP (in progress).	Capability uplift of operator's skills and knowledge Improve monitoring and maintenance of infrastructure	Improve environmental performance. Satisfy conditions of the Environmental Authority	2026 – ESSP workshopped a draft SBMP with operators whilst in community. Interim procedures have been provided for testing.
2	July 2024, June 2025, June 2026	Evaporation Pond – Wall Integrity The erosion along the inner wall of the western wall of the evaporation pond continues to be compromised due to wind & wave action Continued erosion will impact on the integrity of the wall Increased vegetation growth was observed on the banks of the Evaporation Pond.	Engage suitably qualified engineer to assess the risk and provide recommendations for remediation.	ESSP recognise that further bank stabilisation works will continue as materials become available (crushed concrete)	Reduce vector breeding (mosquito habitat) Maintain integrity of the pond walls	Improve environmental performance Reduce risk of serious environmental harm Satisfy conditions of the Environmental Authority	Of Concern
3	June 2025, June 2026	Water Control Gates The system currently uses manual water level boards (gates) to manage flow between each of the ponds, however the valve on the final tertiary pond has failed (that is the boards cannot be moved) and as such the flow cannot be controlled. In addition, the gate at the final emergency discharge point on the evaporation pond does	Test all gates and arrange for faulty gates to be repaired Perform annual 'smoking' of the sewer network	Support Council with information as required. Include procedures in the SBMP	Improved performance of lagoon system Reduce environmental risk to surrounding Country	Satisfy conditions of the Environmental Authority	Of Concern

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (June 2026)
		not close properly resulting in a continual unauthorised discharge of water to the environment Operators also indicated that the primary treatment pond overtopped during the wet season; this could be the result of the gates not being managed appropriately (to manage water balances across the system) or excess stormwater ingress into the sewer network.					
4	June 2025, June 2026	Aeration The aerators are not functional reducing the environmental performance of the system The primary, secondary and tertiary treatment ponds were all observed to have algal and/or duck weed growth.	Install new aerators Use a treatment method (chemical, enzyme or biological) to address algal growth Install security fencing around the primary, secondary and tertiary ponds to protect equipment (ie aerators) from vandalism. There is also an opportunity to install a motion activated security camera to enhance monitoring of the site.	Provide information to Council on alternative treatment options to address algal growth.	Improved performance of lagoon system Reduce environmental risk.	Improve environmental performance Satisfy conditions of the Environmental Authority	No yet commenced
5	July 2023, June 2024, June 2025, June 2026	Irrigation to Land Council are licensed to irrigate treated effluent to the surrounds of the evaporation pond; however, the irrigation system has not been functional since ESSP visit commenced community visits in 2023.	Reinstate irrigation system with a view to moving the lines to inside the evaporation pond walls to lessen impact from damage from machinery used to maintain the banks. This	Support Council with information as required.	Reduce environmental risk. Provide an improvement to visual amenity.	Improve environmental performance. Satisfy conditions of the Environmental Authority	Of Concern Not yet commenced

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (June 2026)
		Irrigation during the dry season will provide wet weather storage capacity during the wet season and reduce the risk of overtopping and release of contaminated waters to the environment Previously, Council has expressed interest in increasing the irrigation area to include the perimeter boundary line of the adjacent landfill* <i>Note: Irrigation is contingent on flow meters being installed, refer item #6</i>	could be achieved by installing irrigation heads on rises and using fortified sand to set the lines in place. *Identify potential irrigation area at the waste facility and submit wastewater analysis results to ESSP for interpretation and advice. Subject to above, progress amendment to EA to irrigate to the waste facility		*Reduce potential for fire to escape beyond the boundary of the landfill		
6	July 2023 July 2024 June 2025 June 2026	Flow Meters A flow meter is required to be fitted to the influent inflow point and to the treated effluent release point to better understand the treatment demand of the lagoon system and track irrigation rates.	Seek quotes for installation of two (2) flow meters. One at the influent pipeline at the Primary Treatment Ponds, and one at the approved release point / irrigation infrastructure.	Support Council with advice when required.	Improved performance, monitoring and operation of plant and equipment. Increased understanding of plants' performance	Improve environmental performance. Satisfy conditions of the Environmental Authority Enable accurate irrigation rates to maximise operations of the plant	Not yet commenced
7	June 2025 June 2026	Pond Walls The geotextile matting on the walls of the primary and secondary ponds has been compromised allowing vegetation growth; this	Replace geotextile matting either like for like or consider concreting walls	Support Council with advice when required.	Reduce environmental risk	Reduce environmental risk Satisfy conditions of the	No yet commenced

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (June 2026)
		has the potential to impact on the integrity of the pond walls				Environmental Authority	
8	July 2024, June 2025 June 2026	Emergency Escape/Wildlife Ladders The wildlife ladders were observed to still be operational, however there is some vegetation growth.	Remove vegetation to reduce opportunity for 'rafts' to develop	Support Council with advice when required.	Improved performance, monitoring and operation of plant and equipment.	Improve environmental performance.	Not yet commenced
9	June 2026	Sampling Requirements There is a requirement to reinstate 6mthly sampling as per the requirements of the EA	Reinstate sampling	If required, provide water sampling training		Satisfy conditions of the Environmental Authority	New Recommendation
10	June 2026	Sludge Management The primary treatment ponds were last desludged in 2023 and in the absence of functioning aerators and a decline in the pond performance it is likely desludging will be required again soon <i>Note, In 2025, it was observed that the flotsam in the primary pond had grown in size and required removal. Given the system does not currently have inlet screening, regular removal of flotsam is recommended to reduce the opportunity for these rafts to form and to negate the blockage of overflow pipes to the connecting ponds. In 2026, whilst the flotsam was not observed, it was confirmed that no work had been undertaken to remove this. It is likely that the flotsam has sunk to the bottom of the pond which will impact on the performance of the system and increase the frequency desludging is required to occur.</i>	Engage contractors to confirm sludge levels with the potential for desludging to occur	Support Council with advice when required. Include operational procedures in the SBMP		Satisfy conditions of the Environmental Authority Reduce environmental risk	New Recommendation

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (June 2026)
11	June 2026	Pump Stations Council now hold an inventory of critical spares for the main pump stations and works have been finalised to install security fencing, and backup generators to primary PSs A condition assessment has recently been performed on the pump stations by an external party; results are pending <i>Note: A potential concern for Council will be to assess if PS2 can accommodate the additional supply once the new residential sub-division on Chapman Road is connected.</i>	Consider recommendations from the condition assessment	Support Council with advice when required.	Improved performance of plant and equipment.	Reduce environmental risk. Improve environmental performance.	Updated Recommendation

Table 2. Waste Management Facility Observations, treatment, and community benefits

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
Waste Management Facility							
1	July 2023, June 2024, June 2025, June 2026	Waste Separation Segregation of waste streams is continuing however there are still volumes of household waste items that could be recovered (ie steel cans, eligible containers) Temporary signs have been created to designate separation bays; professional signage may assist in achieving better compliance from community and contractors There may be benefit in constructing additional separation bays in the 'public access area' to further assist in separating and recovering certain waste streams (ie	Continue to segregate waste streams for processing Consider community engagement program to educate on waste separation practices Engage Containers for Change Procure appropriate signage	Assist with investigation into available recycling options. Investigate transport opportunities for returning waste streams to Cairns for recycling.	Community supports waste segregation practices. Enhance and promote community pride and wellbeing. Financial return for community members (containers for change)	Improve environmental performance. Reduce environmental risks. Satisfy conditions of the Environmental Authority	Updated Recommendation 2026 - ESSP has supported Council to reengage with CoEx

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
		cardboard, steel, green waste, regulated wastes) and restricting public access to the rear of the site	Construct new separation bays			Satisfy the objectives of the WRR Act	
2	June 2025 June 2026	Disposer & Traffic Management Whilst Council had implemented the use of an electronic system to capture disposer details and volumes of waste, this activity has ceased. With the cessation of this activity, disposers are no longer adhering to requirements to stop and be directed to correct disposal areas. There was evidence that disposers have been setting the general domestic waste bay on fire. Currently the facility is open 7 days per week, however unmanned on weekends. The rear of the site is locked; however community and contractors are dumping waste randomly across the general public disposal area	Install speed bumps and traffic control signage (ie Stop sign) Install 'no fire' signs at 'reverse in' signs at disposal bay Reinstate use of waste tracking system Consider procurement of a small vehicle (Polaris or similar) for operators to use to guide disposal activities and more efficiently carry out their duties Consider closure of the facility on weekends and reinstate use of skip bins (external to facility) for general domestic waste Direct contractors not to dispose of C&D waste on weekends	Provide advice as required	Reduce WHS incidences Improve disposal practices Acquire quantitative data to support grant applications and potential implementation of disposal fee structure	Support correct separation of waste materials and improve resource recovery Satisfy the objectives of the WRR Act	Updated Recommendation 2025 – Council purchased speed bumps however these are yet to be installed
3	July 2023 July 2024 June 2025	Stormwater & Leachate Management There is a requirement to construct stormwater diversion drains around the landfill to direct dirty waters away from cultural and environmental values and treat contaminated water on site.	Engage suitably qualified persons to construct stormwater diversion drains	Provide guidance on the permitted boundary of the current landfill. (If required)	Reduce risk of pollution events Restricting leachate to within the boundary of the	Reduce the risk of serious environmental harm	2025 – preliminary works had commenced to create a stormwater collection pond and some spoon drains

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
	June 2026	Currently there is no leachate collection or management on site. Leachate (contaminated water) has the potential to cause serious environmental harm.	Engage qualified engineers to design and construct a leachate collection system	Liaise with and facilitate meetings with Traditional Owners and determine if installation of diversion drains is possible on the external boundary of the site	landfill and prevent spreading to adjacent lands. Protection of cultural values – Turtle hunting grounds, Poison lands	Satisfy conditions of the Environmental Authority	had been installed. A new rock armoury spoon drain was constructed from landfill mound to the area of collection pond.
4	July 2023 July 2024 June 2025 June 2026	Fire Use & Management Practices In the absence of appropriate heavy plant and equipment, fire is being used to reduce the volume of general domestic waste (as opposed to push, compact and cover requirements) There was evidence that a recent wildfire had entered the site and burned regulated wastes (tyres) and vehicles. This is the second time in under a year that the fires have caught on fire. There are significant stockpiles of dirt around community that could be used as daily cover material	Procure a dozer/compactor (track roller) to support management of the cell Relocate dirt stockpiles to facility; sift out waste materials (concrete etc) and use dirt as daily cover material Maintain fire breaks around the facility Relocate problematic waste streams (tyres) to an alternative area in the facility (an area has been identified for this activity)	Provide advice as required Develop fire management procedures to be included in the Site Based Management Plan (SBMP) for the facility	Reduce public health risks: - from toxic smoke - odours - vermin spread - wind spread litter	Reduce environmental harm Satisfy conditions of the Environmental Authority	Updated Recommendation 2026 – there is currently large volumes of fill deposited around community that could be utilised as daily cover During Visit - A new area within the facility was identified for the storage of tyres Post Visit – appropriate fire breaks within the facility have been created
5	June 2026	Commercial, and Construction & Demolition Waste There continues to be large volumes of commercial and C&D waste disposed at the facility, with limited opportunities to recover	Direct commercial operators to take responsibility for the separation and removal of waste from community (ie	Assist engagement with relevant organisations, companies & contractors *Assist to monitor instances of illegal	Reduce the financial implications of managing problematic and voluminous waste streams	Satisfy the objectives of the WRR Act	New Recommendation

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
		waste streams, and remove materials to processing facilities CEO indicated Council were considering not accepting commercial or C&D waste moving forward	cardboard, tyres, waste oils) <i>Interim Measure:</i> Direct contractors to separate C&D waste prior to disposal at the site <i>Long Term Measure:</i> Implement a user pays system and/or require all C&D waste to be disposed of to an alternative facility*	dumping and progression of enforcement action <i>Note: It is considered illegal dumping if disposers do not dispose of waste streams in the dedicated bays/area as directed by Council.</i>	Potential revenue source and job creation through Council led waste management transport services (User pays system) Extend the life of the waste facility		
6	June 2025 June 2026	Dust Abatement High levels of dust are generated during the dry season due to unsealed access roads in the facility Dust generation can also be attributed to the lack of vegetation cover on the sides of the landfill mound	Purchase concrete cru Use concrete rubble/or concrete panels (from WTP reservoir to be decommissioned) as road base to reduce dust generation Maintain vegetation cover on landfill mound Consider vegetating the boundary perimeter (natural dust collector) and irrigate with treated wastewater from the STP*	As recorded against STP data, progress irrigation to land options from STP to provide water source for vegetation.	Seek opportunities to engage RISE/community group to collect native seed and raise saplings for mass planting Reduce dust generation (public health) Improve Amenity	Reduce environmental harm Satisfy conditions of the Environmental Authority	Updated Recommendation 2025 – Amenity barriers erected around boundary and some plantings occurred to assist dust and litter capture
7	June 2026	Plant & Equipment Both the garbage truck and excavator require reinstatement of regular servicing and maintenance requirements.	Seek to procure: 1. Dozer (track roller) 2. Concrete Crusher 3. Magnet (for metal recovery)	Include plant & equipment maintenance procedures in the SBMP	Improved operation of the facility Reduced public health risks	Reduce environmental risk Satisfy conditions of the	2026 - It is understood that Council is currently considering what plant & equipment can be procured

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
		The use of fire as exposed large volumes of metal waste in the general domestic disposal area; there is an opportunity to remove this waste and extend the life of the cell. As described throughout, additional plant and equipment is required to support effective management of the facility and improve resource recovery activities A wash down point has been established (including an oil/water separator), however is not used. The garbage truck and excavator are cleaned using the fire hose near the gate house Operators do not currently have appropriate equipment to maintain grass and vegetation growth at the facility There may be benefit in procuring several shipping containers for the storage and transportation of certain waste streams (ie tyres/smaller scrap metal)	4. Multi-purpose truck (vac skid, hook lift) 5. Polaris or similar 6. Shipping Containers Determine if the wash down area requires any additional facilities; commence using Task Parks & Garden team to regularly undertake mowing/slashing of the facility grounds or provide dedicated machinery for the site			Environmental Authority	from the 2026/27 budget
8	June 2026	Asbestos and Carcass Disposal Area A dedicated carcass disposal area, within the asbestos disposal area, was identified at the time of the visit and is now in use. CEO indicated that Council are no longer willing to accept asbestos at the facility	Install appropriate signage to identify the carcass and asbestos disposal areas Maintain records of where asbestos is disposed Maintain appropriate levels of lime to support carcass disposal Reinstate security (locked gates) to the area	Include operational procedures in the SBMP Include an asbestos disposal map/register in the SBMP Refer: How to manage and control asbestos in the workplace Code of Practice 2021	Dedicated carcass disposal area Minimise risks associated with the management of asbestos	Reduce environmental risk Satisfy conditions of the Environmental Authority	2026 - New carcass disposal area is in use

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
			Include direction in any tender documentation that asbestos will not be accepted; provide written advice to contractors	How to safely remove asbestos Code of Practice 2021			
9	June 2026	Site Based Management Plan (SBMP) A SBMP is in place for the facility and was reviewed at the time of the visit	Work with ESSP to finalise updates to the SBMP	Prepare new procedures for inclusion and update the plan for Council review	Improve operators' knowledge & operation of the facility Improve WHS practices	Reduce environmental risk Satisfy conditions of the Environmental Authority	2026 - ESSP is currently working on updates to the SBMP
10	June 2026	Vehicle Recovery Program Council has commenced a vehicle recovery program to remove abandoned and surrender vehicles from community There is a requirement to have the batteries, oils and tyres removed from the vehicles and appropriately stored in the regulated waste storage area. It is understood that no arrangements have been made for the removal of these vehicles to a metal processing facility; continued stockpiling of vehicles and accumulation of other wastes will reduce the availability of space at the landfill. There is an opportunity for spare parts to be recovered from some of the vehicles	Remove batteries, oils and tyres from the vehicles (all considered regulated waste) Engage a metal waste processing company (ie SIMS metals) to arrange for the crushing, baling and removal of waste metals from the facility. Consider relocation of Water Treatment Plant (WTP) Shed, to be deconstructed as part of the WTP upgrades. to the facility to be used as a work area to remove tyres, batteries, oils, spare parts from surrendered vehicles, as a men's shed (to repair usable items)	Provide advice and support as required	Potential employment / training opportunities, including for young people (Kowanyama Youth Strategy) Community access to spare parts to improve longevity and maintenance of resident's vehicles Reduce WHS risks from the residents removing spare parts themselves Opportunity to establish a buy back/give back community shop	Satisfy conditions of the Environmental Authority Satisfy the objectives of the WRR Act	New Recommendation

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
			and a buy back/give back community shop.		Revenue source / or cost neutral activity to manage & remove accumulated waste metals		
11	June 2026	Regulated Waste Storage & Transport Council is maintaining appropriate regulated waste storage facilities however plans are required to ensure regular removal to processing facilities <i>Note: Regulated waste in includes for example motor oils, cooking oils, chemicals, paints, batteries and tyres</i>	Obtain a regulated waste transporter environmental authority to support self-haulage of regulated wastes to processing facilities Engage a regulated waste transporter to remove stockpiled waste	Provide support for Council to obtain a regulated waste transporter EA	Self-management of regulated wastes Revenue source / or cost neutral activity to manage & remove regulated waste	Satisfy conditions of the Environmental Authority Satisfy the objectives of the EP Act & WRR Act	2026 – ESSP has provided Council with advice and application requirements for the EA. Note there are no fees applicable with obtaining this EA
12	June 2026	Local Waste Management Plan In 2024, RILIPO engaged Brad Pinches Consulting, to prepare the Kowanyama Solid Waste Management Plan for Council. The plan articulates opportunities to improve waste management activities and Council's aspirations for resource recovery.	Council may wish to consider if a review of this plan is required	Support Council with any subsequent reviews	Provides clear direction to community on Council's commitment to waste management	Improve environmental performance Satisfy the objectives of the WRR Act	New Recommendation
13	July 2023 Julu 2024 June 2025 June 2026	Illegal Littering & Dumping Despite previous attempts to discourage illegal dumping, this practice is still occurring on a regular basis around community and within the waste facility itself. The illegally dumped waste is largely construction and demolition waste. DETSI has loaned surveillance equipment and provided training and resources to Council to support regulation of Illegal Dumping	Erect signage at hot spots to deter dumping Install surveillance equipment around known hot spots (ie unsealed road between airport and STP) Undertake regular patrols and commence documenting dumping	Continue to support Council to address illegal dumping; provide resources as required Provide Illegal Dumping refresher training to Council staff Support with any educational campaigns	Improve community awareness Increase pride and resilience within community. Increase community health and well-being.	Decrease illegal dumping activity Satisfy various legislative requirements	Updated Recommendation ESSP has provided design specs and examples of public bins

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
		Council has been successful in obtaining grant funding under DETSI's Fighting Illegal Dumping Program It was observed that general littering is still occurring across community. <i>Note: Illegal dumping is considered more than the volume of a kerbside garbage bin, littering is less than this volume.</i>	instances, take and record evidence. Provide clear written directions to contractors and commercial operators around correct disposal practices Reestablish community education campaigns to curb littering Consider the installation of more public bins across community	Support engagement with commercial operators, contractors and other organisations <i>Note: DETSI is positioned to lead any compliance action Council may wish to pursue</i>			
14	June 2026	Historical Dumping There are significant historical stockpiles of concrete and metal wastes, largely at the back of community. This area is a known hotspot for illegal dumping The significant volumes of waste concrete that require processing may provide economic and job creation opportunities for Council	Progressively relocate metal and concrete back to the waste facility Procure appropriate plant and equipment to crush and screen concrete for reuse activities (ie road base and potential use at STP Evaporation Pond wall – refer STP section)	Provide advice and support as required	Improve amenity of community Reduce instances of illegal dumping Economic & employment opportunities	Satisfy the objectives of the EP Act & WRR Act	New Recommendation

Table 3. General Environmental Duty | Concrete Batching Plant & Motor Vehicle Workshop Observations, treatment, and community benefits

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
		Concrete Batching Plant					
1	June 2025 June 2026	Dirty Water Collection System In 2025, the water collection system had a drainage point to Magnificent Creek	Cease discharge to Magnificent Creek	Provide advice as required	Protect environmental values	Satisfy the requirements of the EP Act	Matter has been rectified
	June 2025 June 2026	Code of Practice – General Environmental Duty Require operators to develop procedures and practices that address the General Environmental Duty provisions of the EP Act – this can be achieved by adhering to the Queensland Code of Practice for Concrete Batching Plants <i>Note: the code is a voluntary standard to assist operators to comply with environmental duties and the EP Act</i>	Require leasee's to comply with the Code of Practice Refer Code of practice for the concrete batching industry (ESR/2015/1715)	Support Council to ensure compliance with the Code of Practice	Protect environmental values and sensitive receptors	Satisfy the requirements of the EP Act Reduce environmental risk	2025 & 2026 – ESSP has provide Council with the Code of Practice
	June 2025 June 2026	Excess Cement Slurry There is an opportunity for excess cement to be used to form blocks for use in other activities (ie as bollards, to build separation bays at the waste facility)	The current CBP operators have moulds and are using these; there is an opportunity to negotiate relocation of blocks to the waste facility	Provide advice as required	Resource recovery and reuse activities Improved practices at the waste facility	Deter illegal dumping of slurry around community	2026 – operators have been creating blocks for use on the CBP site
		Motor Vehicle Workshop					
	June 2026	Waste Oil Separator There is currently no waste oil separator and there was evidence of waste oil being discharged to the Magnificent Creek	Require the use of oil separator/inceptor which is connected to an underground holding tank	Provide advice as required	Protect environmental values and sensitive receptions	Satisfy the requirements of the EP Act Reduce environmental risk	New Recommendation
	June 2026	Regulated Waste Storage There is an excessive number of tyres, batteries and waste oil drums stored on site; and evidence of oil spills direct to the ground. <i>Note there are other regulated wastes that can be generated from this activity include:</i>	Require operators to appropriate store regulated waste Require operators to transport regulated waste to a licensed facility (by a	Provide advice as required	Potential application of a user pays system	Satisfy the requirements of the EP Act Reduce environmental risk	New Recommendation

	Date of Visit	Observations	Recommendation	ESSP Support	Council / Community Benefit	Compliance /Environmental Outcomes	Status Update (as of June 2026)
		<i>coolant, oily rags, caustic, solvents, brake fluid, fuel, spill products, oil filters, workshop sweepings, spent abrasive material, containers and rags contaminated with chemicals such as oil and paint.</i>	licensed transporter) or implement a user pays system to accept waste at the waste facility Require operators to clean up oil spill and remediate area Batteries/oils and other liquid waste should be stored on bunded pallets				
	June 2026	General Environmental Duty Require operators to develop procedures and practices that address the General Environmental Duty provisions of the EP Act <i>Note: the Code of Practice for Motor Vehicle Workshops has expired, however still provides very good guidance.</i>	Require any new operators to have appropriate procedures to manage regulated wastes and other activities that have the potential to cause environmental harm Motor vehicle workshop code of practice EM1304	Provide advice as required	Improved environmental practices	Satisfy the requirements of the EP Act Reduce environmental risk	New Recommendation

Waste Management Baseline Survey

The following data is collected on the environmental performance of critical infrastructure at the time of a visit. A weighting scale is applied to gauge the level of performance. This scale is as follows:

0 = not installed or not present:
1 = installed or present but not functional:
2 = installed and working but needs repair or not maintained:
3 = average performance:
4 = good performance:
5 = is working as designed to work and well maintained

Observation Areas	2023	2024	2025	2026
Entry and waste receival area				
Is waste segregation occurring	0	1	4	4
Is the gate lockable	0	3	5	5
Maintenance schedule in place	0	2	5	2
Is the landfill manned during opening hours	1	1	5	3
Is litter managed appropriately	1	3	4	2
Adequate facilities for staff use? (wash hands, shaded area)	0	4	5	5
Are waste acceptance signs displayed	0	0	4	4
Active waste cell				
Is the landfill fire free	0	0	0	0
Is daily cover used appropriately	0	1	1	0
Regulated Waste removed lawfully	0	0	0	0
Is leachate collected	0	0	0	0
Is the Carcass pit situated safely	0	0	1	4
Do the contents of the cell comply with waste acceptance criteria	2	3	4	4
Waste segregation areas				
Are wastes separated into recyclable items?	1	0	4	4
Are regulated wastes housed appropriately?	0	0	4	4
Is regulated waste removed lawfully		0	0	0
Are any wastes removed for recycling	1	0	2	0
Are there currently any re-use activities on site?	0	2	1	1
Is there appropriate signage in place		0	3	2
Closed cells				
Grass is mowed and well maintained	0	0	2	0
Area is fully fence	0	0	0	0
Appropriate signage is in place	0	0	0	0
Surface capping appears to be stable	2	3	3	2
Ancillary Support Infrastructure				
Is there all weather access to the landfill	2	3	4	4
Is entire landfill securely fenced? (do they capture litter)	2	4	5	4
Is there appropriate and dedicated plant and equipment to manage the site		4	4	2
Is the fire break maintained around the perimeter of the site? (new 2026)				1
Is there access to a HP&E Washdown Facility (new 2026)				2
Performance				
Sampling undertaken in compliance with conditions	0	0	0	0
Is leachate treated or managed appropriately	0	0	0	0
Daily / weekly procedures in place (ie SBMP)	1	1	5	2
What is the standard of sediment and erosion controls	0	1	2	2
Maximum Available Points	135	150	150	160
Current Points Status	13	36	77	63
Overall Environmental Performance	10%	24%	51%	39%

Waste Management Improvement Opportunities

The following table captures data related to reducing environmental impacts to the surrounding environmental values and specifically targets components of waste management practices that are reasonably expected to reduce impacts and improve resource recovery. A score of 1 is allocated for each risk reducing component of waste management practices used or in place. This results in an overall environmental performance score, and highlights areas where components/practices may be introduced to improve overall environmental performance. A total of 30 improvement points is available.

Observations Areas	2023	2024	2025	2026
Infrastructure on site				
Active tipping face				
Closed cell area				
New cells constructed				
Daily cover material pile				
Leachate collection system				
Waste segregation area				
Drive through access				
Site office				
Waste treatment				
Waste segregation area	1	1	1	1
Bunded Reg waste Area			1	1
Bunded and roofed Oils Area			1	1
Regular Reg Waste removal				
Daily compaction applied				
Daily cover practices in use				
Adequate Signage in place (waste drop off)			1	1
Maintenance schedule in place (windblown litter collection)		1	1	
Entire landfill fully fenced	1	1	1	1
Leachate Collection System				
Engineered collection system under cells				
Passive surface run off collection sumps				
Pumps dedicated to leachate removal				
Leachate Disposal				
Flow meter installed				
Irrigation Area				
Wet weather storage (tanks or ponds)				
Irrigation Area Fully Fenced				
Signs in place				
Surface water Management				
Stormwater diversion drains				
Plant and equipment				
Dedicated machine for compaction and pushing materials (Dozer & Excavator)		1	1	
Operators Office with hygiene and safety facilities		1	1	1
WH&S requirements (de-con shower)				
Baler		1	1	1
Concrete Crusher (<i>jaw attachment only</i>)		1	1	1
Compactor		1	1	1
Green waste mulcher		1	1	1
Additional Measures				
Site Based Management Plan		1	1	1
Post Closure Care and Maintenance Plan				
Suitably Qualified / experienced Staff	1	1	1	1
Incidents / Complaints register				
Operators on site during opening hours			1	1
Total Score	3	11	15	15
Available improvement points	27	19	15	15

Sewage Treatment Baseline Survey

The following data is collected on the environmental performance of critical infrastructure at the time of a visit. A weighting scale is applied to gauge the level of performance. This scale is as follows:

0 = not installed or not present:

1 = installed or present but not functional:

2 = installed and working but needs repair or not maintained:

3 = average performance:

4 = good performance:

5 = is working as designed to work and well maintained

Observation Areas	2023	2024	2025	2026
About the plant				
How many Pump Stations?	6	6	6	6
Is a disinfection system installed?	0	0	0	0
Is a SCADA system installed?	3	4	5	5
Date of last time ponds were de-sludged?	1/06/2023	1/06/2023	1/06/2023	1/06/2023
Pump Stations				
Duty and stand-by pumps installed and working?	4	4	4	5
High level alarms working?	2	4	5	5
Maintenance schedule in place?	2	4	5	4
Back-up generator installed?	0	0	4	5
Primary Treatment Pond				
Primary screens installed?	0	0	0	0
Screens are well maintained?	0	0	0	0
Regulated Waste removed lawfully?	0	1	4	4
Rate level of inorganic matter in pond?	4	3	2	4
Banks mowed and maintained?	3	4	4	2
Banks in stable condition and free of erosion?	2	4	3	3
Liner in good working order?	3	5	5	5
Overflow pipes are free flowing (not blocked)?	3	5	4	4
Secondary Treatment Pond				
Rate level of inorganic matter in pond?	4	4	4	4
Banks mowed and maintained?	3	4	4	2
Banks in stable condition and free of erosion?	3	4	4	4
Liner in good working order?	3	5	4	5
Overflow pipes are free flowing (not blocked)?	3	5	2	4
Evaporation Pond				
Rate level of inorganic matter in pond?	4	5	5	5
Banks mowed and maintained?	3	3	3	2
Banks in stable condition and free of erosion?	3	4	2	2
Liner in good working order?	3	5	5	5
Overflow pipes are free flowing (not blocked)?	2	5	5	4
Discharge pipe (outfall) in good working order?	1	5	5	2
Irrigation Area				
Grass is mowed and well maintained?	3	4	3	2
Fully Fenced?	2	5	5	4
Signage in place?	0	0	0	0
Pipes and sprinkler heads appear in good working order?	1	2	0	0
Optimal irrigation appears to be occurring (no ponding or boggy areas)?	1	0	0	0
Ancillary Support Infrastructure				
Is entire STP securely fenced?	2	5	5	4
Wet weather Storage tank available?	0	0	0	0
Does the plant have drying beds installed?	0	0	0	0
Sludge removal completed lawfully?	3	N/A	N/A	N/A
Are fire breaks maintained (new 2026)	N/A	N/A	N/A	1
Performance of plant				
Sampling undertaken in compliance with conditions?	2	1	5	2
Release point is appropriately situated?	1	1	1	1
Available points	170	165	165	170
Current Points Status	76	103	102	94
Overall Environmental Performance	44%	61%	62%	55%

Sewage Treatment Improvement Opportunities

The following table captures data related to reducing environmental impacts to the surrounding environmental values and specifically targets components of sewage treatment practices that are reasonably expected to reduce impacts and improve resource recovery. A score of 1 is allocated for each risk reducing component of waste management practices used or in place. This results in an overall environmental performance score, and highlights areas where components/practices may be introduced to improve overall environmental performance. A total of 30 improvement points is available.

Observations Areas	2023	2024	2025	2026
Infrastructure on site				
Lagoon System				
Drying Beds				
Mechanical Plant				
Ocean Outfall				
Freshwater Outfall				
Irrigation Area				
Individual Septic Systems				
Treatment Train				
Physical Treatment				
Influent Screens				
Influent Flow Meter				
Sludge Removal	1			
Rags - Reg Waste removal	1	1	1	1
Biological Treatment				
Aerators	1	1		
Aerobic zone				
Anaerobic zone				
Polishing	1	1	1	1
Chemical Treatment				
Chlorine disinfection				
UV disinfection				
Entire Plant fully fenced	1	1	1	1
Drying beds				
Recycling biosolids				
Covered beds				
Effluent Disposal				
Flow meter installed				
Irrigation Area	1	1	1	1
Wet weather storage tanks				
Irrigation Area Fully Fenced	1	1	1	1
Signs in place				
Maintenance schedule in place (mowing)	1	1		
Sewerage System and Pump Stations				
2 Pumps in each well	1	1	1	1
Operate in Auto	1	1	1	1
Generator available	1	1	1	1
Contained / Bunded overflow wells				
Pump Stations Fully fenced		1	1	1
Gantry operational	1	1	1	1
Additional Measures				
Site Based Management Plan				
SCADA installed	1	1	1	1
Suitably Qualified Staff	1	1	1	1
Regular Sampling	1	1	1	
Fire Breaks in place (new 2026)				1
Total Score	15	14	14	13
Available improvement points	15	16	16	18

Please note that data collected for baseline surveys and improvement opportunities is not used to inform compliance or enforcement actions, rather provides insight into the current operations and where Council’s may choose to focus their attention in improving the overall environmental performance of their infrastructure. By addressing these areas, Council will increase the level of compliance with the respective Environmental Authorities. This data is only shared with the respective Council to whom the data relates and is not compared to other Councils. The ESSP does however collate this data to inform how the ESSP can improve our services and to identify opportunities to advocate for broadscale funding to address common areas of environmental performance.

4.5.1 –Information Report

Title:	EMCS Monthly Update
Author:	Executive Manager Community Services
Meeting Date:	25 August 2026

Executive Summary

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

Playgroup and Childcare

Children enrolled at Childcare- July	4	Absence	Attendance
Booked days	75 days	20 days	55 days
Child 1	25 days	5 (illness and Cairns show)	20 days
Child 2	24 days	15 days (sorry business and Cairns show)	9 days
Child 3	16 days	Nil	16 days
Child 4	10 days	Nil	10 days

No children attended Playgroup in the month of July.

Aged Care

It has become apparent that there was a verbal directive from the previous CEO that no charges be levied for delivered meals to all aged care clients and no rent paid by aged care clients residing in the ILU's on site at the aged care facility.

The absence of formal documented provisions has created uncertainty regarding Council's obligations and as a result aged care clients are being charged for a contribution towards groceries.

As Kowanyama Aboriginal Shire Council (KASC) is not a registered housing provider, no residential tenancy agreements are in place for current residents in the ILU's at the aged care facility and the residents are not required to pay rent.

Council's Aged Care staff will finalise the cessation of all rents paid or contributions for groceries paid by eligible aged clients by assisting clients to call Centrelink, and cancel deductions and backpay clients to 1 July 2026.

Key Operational Highlights

- CHSP Performance & Engagement: Attended a performance meeting with the Department of Social Services (DSS) on July 21st to address current operational challenges, review performance percentage decreases, and establish data accuracy mitigation strategies.
- Site Visit Support: Supported the 6th site visit by SDAP (Barbara's team) from July 13th to 17th.
- Compliance & Reporting: Successfully completed and submitted the June Data Exchange (DEX) monthly report.
- Staff Meetings: Resumed staff meetings on July 22nd, following previous cancellations due to low attendance, Sorry Business, and annual leave.

Strategic Planning & Partnerships

To ensure robust care planning, performance compliance, and alignment with regional healthcare frameworks, key stakeholder engagements included:

- Apunipima Cape York Health Council: Held a follow-up meeting on July 8th with the new Manager, Jessica, to discuss GP visits and ongoing operational challenges.
- Eldercare Support: A planned visit to Kowanyama on July 14th was postponed due to pending rollover funding. Aged care staff were notified that promotional merchandise will be shipped to facilitate client bingo sessions in the interim.
- PHCC Allied Health: Met with Emily Witten and Jennifer Mann to escalate key service gaps, specifically:
 - Lack of verbal or written Allied Health review summaries.
 - Unresponsive communication regarding medication management for aged care clients.
 - Blockers in resuming GP comprehensive reviews with Apunipima due to missing health summaries, despite signed Release of Information (ROI) consent forms.
- Aged Care System Review: Held an internal meeting with Barbara's team, IT, Finance, and the Executive Manager to evaluate system review quotes.
- PHCC Immunizations: Collaborated with the Immunization Nurse to identify aged care clients due for vaccinations, with a focus on influenza.
- FNQ Meet & Greet: Met with Phil to discuss workforce challenges and potential regional collaboration opportunities.
- Strategic Workshop: Participated in the strategic planning workshop on July 27th.

Womens Shelter

During the month of July the Womens Shelter had 10 woman and 2 children stay for a total of 15 days.

Womens Wellbeing Group

Womens Group Gathering was held at the end of July out bush. Activities included, turtle hunting, damper making, Wellbeing session, storytelling, sharing stories about crisis. Twenty people attended.

Sport & Recreation, the Gym and the Town Pool

The Pool – Currently not open due to cold weather.

Sport and Recreation – The team were able to have two discos at the MPC on Friday and Saturday nights 30–31 July. Fruit and snacks were provided.

Centrelink

Centrelink remote team leader inspected the hardware at the Centrelink office with one of our IT staff. Relayed information regarding hardware to Centrelink IT team by phone.

Post Office

The Post Office had onsite visit later in the month from a CBA contractor who measured up the post office site to replace the current ATM with an updated model. Current estimates were that they are hoping the installation of the new machine would take place by sometime mid September.

The main challenge currently experienced during July has been trying to deal with the weekly parcel drop from Tuxworth alone if staff don't arrive at work. That said, I have received much valued and appreciated support from the council admin in this regard thus far.

4.5.2.a – Agenda Report

Title:	Council Calendar of Events
Author:	Executive Manager Community Services
Meeting Date:	25 August 2026

Resolution: That Council endorse a prioritised calendar of events to guide the allocation of Council resources, sponsorship and event funding.

Options:

1. Approve the Kowanyama Calendar of Events for 1 July 2026–30 Jun 2027.
2. Decline to approve the Kowanyama Calendar of Events for 1 July 2026–30 Jun 2027.

Background:

The development and approval of a prioritised Council Events Calendar provides a strategic approach to the planning, delivery and funding of events. It ensures Council resources are allocated effectively, supports community and economic development objectives, enhances transparency in funding decisions, and enables the coordinated delivery of events that provide the greatest benefit to the community.

Approving the proposed calendar of events provides flexibility to respond to emerging opportunities while ensuring Council resources remain focused on prioritised events.

Current situation

Council does not currently have an approved Events Calendar that identifies and prioritises the events to be funded, managed and delivered by Council. As a result, event planning and resource allocation are often considered on an ad hoc basis, which can create challenges in budgeting, staff resourcing, scheduling and the assessment of community outcomes. The adoption of a Council Events Calendar will provide a strategic framework to guide decision-making, ensure alignment with Council priorities, and support the effective allocation of resources throughout the financial year.

Further information:

There are a range of other significant days and community activities that arise throughout the financial year which may not require inclusion in the core Council Events Calendar. These initiatives can be delivered and supported through appropriate grant funding programs and partnerships. Examples include the Get Ready Campaign (Disaster Management), White Ribbon Day, sporting carnivals, camping programs, and Workshops on Country.

Summary:

**CALENDAR OF EVENTS
1 JULY 2026-30 JUNE 2027**

<i>7 September</i>	RODEO
<i>14-18 September</i>	NAIDOC celebrations
<i>11 December</i>	Children's Christmas Party
<i>16 December</i>	Council Staff Christmas Party
<i>11 February</i>	Newcomers Welcome Function
<i>7 March</i>	Clean Up Day

Recommendation

Option 1 – Approve the Kowanyama Calendar of Events for 1 July 2026-30 Jun 2027.

4.5.2.b – Agenda Report

Title:	Schools Up North (SUN) Program Proposal 2025–26 – Extension
Author:	Executive Manager Community Services
Meeting Date:	25 August 2026

Background:

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 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.

Current situation

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 team are requesting an extension to the finish date to December 2026.

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 information:

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 – Kowanyam Youth Action and Investment Plan 2026–2028 to be delivered– December 2026

Summary:

The completion of 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.

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.

Recommendation

Option:

1. Approve an extended date of completion for the Kowanyama Youth Strategy: Development Project to December 2026.
2. Approve a further \$90,000 for completion of this project.

4.5.2.c – Agenda Report

Title:	Waiver of Fees and Charges – Commercial Accommodation
Author:	Executive Manager Community Services
Meeting Date:	25 August 2026

Resolution: That Council resolves pursuant to section 262(3)(c) of the *Local Government Act 2009 (Qld)*, to approve a partial commercial rent reduction for a period of 12 months only for One Tree Community Services (A.B.N 74 914 567 313) at Council Staff House – 26A Tulathulum Street 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 rent discount for one (1) x three-bedroom Council House – 26A Tulathulum Street reducing the weekly rate from \$800.00 per week to \$180.00 per week, **totalling \$33,280.00** for 12-month period.
2. Decline to approve commercial rate discount.

Background:

Following execution of the childcare services partnership with One Tree Contract with KASC for Childcare, it has become apparent that accommodation arrangements for One Tree employees were not clearly documented, negotiated, or incorporated into the contractual documentation during the original procurement and contract establishment phase. The agreement executed does not contain provisions requiring Council to provide staff housing, subsidised accommodation, or residential tenancy arrangements for One Tree personnel.

Council understands that during discussions leading up to contract commencement, One Tree formed the expectation that staff accommodation would be made available by Council at a reduced residential or staff housing rate rather than at Council's adopted commercial accommodation rates. As these arrangements were not formally documented, approved by Council resolution, or incorporated into the agreement executed, differing interpretations have subsequently emerged regarding the intended accommodation model and associated costs.

Current situation

The absence of documented accommodation provisions has created uncertainty regarding Council's obligations and One Tree's expectations. Council officers have undertaken a review of the executed agreement and associated records and have been unable to identify any contractual commitment requiring Council to provide accommodation to One Tree staff at a subsidised or below-commercial rate.

Notwithstanding this, Council acknowledges that One Tree may have made operational and workforce planning decisions based on discussions held during the contract establishment phase and on an understanding that accommodation would be available under different commercial arrangements.

Further information:

The proposed concession is not recommended on the basis that One Tree Community Services Inc. meets the eligibility requirements of Council's Concession Policy. Rather, the request arises from historical accommodation arrangements associated with the provision of an essential community service and is being presented to Council as an ad hoc request requiring a specific Council determination. Given the value of the proposed concession exceeds the Chief Executive Officer's delegation and the circumstances are outside the intent of the standard concession framework, the matter has been brought before Council for consideration under its statutory powers.

Council has broad powers 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. In addition, section 262(3)(c) of the Act empowers Council to charge for services and facilities and, consequently, determine the extent to which such charges apply in circumstances. Council's adopted commercial accommodation charges are established pursuant to these powers. Accordingly, Council may consider and determine the proposed temporary reduction in commercial rent by resolution. For transparency and accountability, any such reduction should be approved by Council resolution and clearly documented in the public record.

Summary:

Council acknowledges that the accommodation arrangements for One Tree Community Services Inc. were not clearly documented within the executed childcare services agreement or supporting contract documentation at the time of contract award. This has created uncertainty regarding the intended rental model for staff accommodation and has resulted in differing expectations between Council and One Tree Community Services Inc.

While Council has not identified a contractual obligation requiring it to provide subsidised accommodation, it is acknowledged that One Tree Community Services Inc. may have undertaken operational planning on the understanding that staff accommodation would be made available at a reduced or staff housing rate. Council also recognises the importance of maintaining continuity of childcare services in Kowanyama and the practical workforce challenges associated with attracting and retaining qualified childcare staff in remote communities.

The proposed reduction is presented as a temporary concession for a period of twelve (12) months. Whilst delegation is proposed to be provided to the Chief Executive Officer to consider future waiver applications relating to this tenancy, the approval of this concession does not establish an automatic right to ongoing subsidised accommodation. Any future application will be subject to a separate assessment of the circumstances existing at that time, including operational need, housing availability, budget impact, Council's adopted fees and charges, and relevant policy considerations.

On that basis, it is recommended that Council approve Option 1, being a partial reduction from the adopted two-bedroom commercial tenancy rate of \$590.00 per week to the adopted two-bedroom staff tenancy rate of \$160.00 per week, representing a concession value of \$22,360.00 for the twelve-month period.

Recommendation

Option 1 – Approve partial commercial rent reduction

Approve a partial commercial rent reduction for one (1) three-bedroom Council staff house located at 26A Tulathulum Street, reducing the weekly charge from the adopted commercial tenancy rate of \$800.00 per week to the adopted staff tenancy rate of \$180.00 per week, for a period of twelve (12) months. This represents a total concession value of \$33 280.00.

4.5.2.d – Agenda Report

Title:	Women's Services Program – Unbudgeted Expenditure
Author:	Executive Manager Community Services
Meeting Date:	25 August 2026

Resolution: In accordance with section 173(2) of the Local Government Regulation 2012 (Qld), Council resolves to approve unbudgeted expenditure of \$45,272.73 (GST exclusive) to Greenshoots Growing Pty Ltd for consultancy services delivered under the Women's Group Program.

Executive summary

To seek Council approval for unbudgeted expenditure of **\$45,272.73** (GST exclusive) to enable payment of consultancy services delivered by Greenshoots Growing Pty Ltd for the Women's Group Program for the period January to June 2026.

Background

Greenshoots Growing Pty Ltd was engaged by Council to deliver consultancy services supporting the Women's Group Program. A quotation was approved under the previous Chief Executive Officer for the delivery of consultancy services, coaching support, and associated travel between January and June 2026.

The services have subsequently been undertaken, and Council has received the benefit of the work. Administration has reviewed the matter and notes that some questions have been raised regarding whether elements of the travel costs may overlap with an earlier quotation covering December 2025 to June 2026.

Notwithstanding these concerns, the engagement was authorised by Council administration at the time, and the work has been accepted by Council. As such, Council has an obligation to honour the approved engagement and make payment for services received, subject to confirmation of the final amount owing.

The issue before Council is not whether the engagement should have occurred, as the quotation was previously approved and the services have been delivered. Rather, the issue is that the total cost exceeds the funds available within the adopted budget allocation and therefore requires Council approval for additional unbudgeted expenditure.

Approval of the unbudgeted funds will enable Council to meet its financial commitment for works accepted and received by Council and ensure the Women's Group Program obligations are finalised.

Council notes that the engagement and associated quotation were approved by the former Chief Executive Officer, the services have been delivered and accepted by Council, and payment is required to satisfy Council's contractual obligations.

Officer Recommendation

Administration recommends approval of the unbudgeted expenditure.

The available information indicates that Greenshoots Growing was engaged under arrangements approved by the former Chief Executive Officer and that the agreed scope of works has been delivered to Council. The services provided supported the Women's Group Program through program delivery, coaching, community engagement and implementation support, contributing to initiatives aimed at improving wellbeing outcomes for women and families within the community.

The program represents an important community service that supports capacity building, participation, wellbeing and the ongoing development of local women-led initiatives. Council has received the benefit of the services delivered and it is therefore appropriate that Council meets its financial obligations in respect of the engagement.

While the expenditure was not fully accommodated within the adopted budget, the costs relate to works that have already been undertaken and accepted by Council. Approval of the unbudgeted expenditure will enable Council to finalise the matter, honour commitments entered into on its behalf and maintain positive relationships with service providers delivering community outcomes.