



**BOARD MEETING
OF
FNQ Regional Organisation of Councils (FNQROC)
No. 169th**

**Thursday 5 December 2024
10.30am to 1.30pm**

**Cairns Regional Council
Civic Reception Room 1**

Microsoft Teams meeting

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Meeting ID: 470 126 337 138

Passcode: JG6n5Y

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Agenda

1. WELCOME & ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

2. APOLOGIES

3. PRESENTATIONS

3.1 Lucy Greene LGAQ, Lead Intergovernmental Relations (LGAQ)

LGAQ will provide an overview of LGAQ recent activities per the briefing note circulated prior to meeting.

(10m)

4. CONFIRMATION OF PREVIOUS MINUTES

4.1 Confirmation of Minutes of the 168th FNQ Regional Organisation of Councils (FNQROC) Board meeting of 3 October 2024

Pages 10 - 18

Recommendation:

That the FNQROC Board moves the minutes of the 168th FNQROC Board meeting held on 3 October 2024 to be confirmed and adopted.

5. BUSINESS ARISING FROM PREVIOUS MEETING

5.1 Action items from 3 October 2024 FNQROC Board Meeting

Meeting	Action	Responsible person	Status
3159c (Feb 2024)	Reseal Types – FNQROC to investigate and seek pricing on a study to understand the whole of life cost pricing for different seal types across our region to get better informed decisions when procuring. (Item missed from previous agendas Mar – Oct 2024)	A Hancock / RRTG TC	In progress
3180 (June 2024)	Request Councils to identify a member to represent their respective Council on the FNQROC Regional Waste Management Advisory Committee.	All Individual Councils	

Meeting	Action	Responsible person	Status
3191 (Aug 2024)	That FNQROC writes to the DTMR seeking the release of the Palmerston Highway Upgrade Strategy.	Darlene Irvine, CEO to request again after Caretaker	In progress
3201a (Oct 2024)	Stantec to send a hardcopy of Water Capability Plan to each Council.	Stantec	
3201b (Oct 2024)	FNQROC to send a softcopy of Water Capability Plan to each Council	Darlene Irvine, CEO	Completed
3201c (Oct 2024)	Council members to review Water Capability Plan for adoption at next meeting	All Individual Councils	
3201d (Oct 2024)	Provide all Councils with a softcopy of the QTC presentation with minutes.	FNQROC	Completed
3208a (Oct 2024)	Advise Advance Cairns of the FNQROC Board decision regarding a joint delegation to Federal Parliament.	Darlene Irvine, CEO	Completed
3208b (Oct 2024)	CEO to review the items being advocated by Advance Cairns and advise the relative Council representative.	Darlene Irvine, CEO	Completed
3209 (Oct 2024)	CEO to email Indigenous Councils seeking nominations for the Steering Committee.	Darlene Irvine, CEO	Completed – no responses back, Yarrabah?

6. FNQROC Water Capability Plan

(Refer to separate attachment).

Recommendation:

That the FNQROC Board adopts the FNQROC Water Capability Plan and that the Water Technical Committee identify the next actions going forward.

7. BOARD REPORTS (WITH NOTICE)

8. BOARD REPORTS (WITHOUT NOTICE)

9. FINANCIAL REPORTS

9.1 Financial Report Year to date

9.1.1 Profit & Loss Statement 1 July – 25 November 2024

9.1.2 Balance Sheet as of 25 November 2024

Pages 19 - 22

Recommendation:

That the FNQROC Board adopts the Profit and Loss and Balance Sheet reports for the period 1 July to 25 November 2024.

10. OPERATIONAL REVIEW OF THE FNQROC CHARTER, OPERATIONAL GUIDELINES, ADMINISTRATIVE INSTRUCTION AND POLICIES

10.1 Documents for Board review and adoption:

10.1.1 Charter

Recommendation:

That the FNQROC Board adopts the amended FNQROC Charter.

Pages 23 - 31

10.1.2 Operational Guidelines

Recommendation:

That the FNQROC Board adopts the amended FNQROC Operational Guidelines.

Pages 32 - 37

10.1.3 Administration Instruction No. 1 – State and Federal Delegations

Recommendation:

That the FNQROC Board adopts the amended FNQROC Administration Instructions No. 1 – State and Federal Delegations.

Pages 38 - 40

10.1.4 FNQROC Policy No. 1 – Use of FNQROC or Other Vehicle

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 1 – Use of the FNQROC Other Vehicle.

Pages 41 - 43

10.1.5 FNQROC Policy No. 2 – FNQROC Credit Cards

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 2 – FNQROC Credit Cards.

Page 44

10.1.6 FNQROC Policy No. 4 – Communication Strategy

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 4 – Communication Strategy.

Pages 45 - 54

10.1.7 FNQROC Policy No. 5 – Sustainability

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 5 – Sustainability

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10.1.8 FNQROC Policy No. 8 – FNQROC Advocacy

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 8 – FNQROC Advocacy

Pages 56 -57

10.1.9 FNQROC Policy No. 9 – FNQROC Letters of Support

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 9 – FNQROC Letters of Support.

Pages 58 - 59

10.1.10 FNQROC Policy No. 10 – Training

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 10 – Training.

Pages 60 - 61

10.1.11 FNQROC Policy No. 11 – Financial Delegations

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 11 – Financial Delegations.

Pages 62 - 64

On adoption of FNQROC Policy No.11 the following motion is to be considered:

Recommendation

That the FNQROC Board appoints two signatories to authorise an EFT payment from FNQROC Bank Accounts numbered 102219687 and 336057609 comprising of either of the following:

- 1 FNQROC Chief Executive Officer, currently Darlene Irvine
- 2 FNQROC Board Chair, currently Cr Angela Toppin
- 3 CEO of Chairs Council, currently Peter Franks
- 4 FNQROC Infrastructure Coordinator, currently Amanda Hancock

10.1.12 FNQROC Policy No. 12 – Financial Support for External parties

Recommendation:

That the FNQROC Board adopts the amended FNQROC Policy No. 12 – Financial Support for External Parties.

Pages 65 - 66

10.1.13 Proposed new FNQROC Policy No. 27 – Party Shirt Fridays

Recommendation:

That the FNQROC Board adopts the new FNQROC Policy No. 27 – Party Shirt Fridays.

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11. LGAQ POLICY EXECUTIVE DISCUSSION

11.1 Policy Executive Division 10

Verbal Report by Cr Angela Toppin, Mayor and Division 10 representative.

12. GENERAL DISCUSSION

12.1 2025 FNQROC Meeting dates and locations

Page 69

12.2 Discussion Topic No. 31 - Regional Plan Expectations and FNQROC Regional Plans

12.2.1 Discussion Topic No. 31 – Review of FNQ Region Plan expectations and Cape York Regional Plan progress

12.2.2 Regional Plan Expectations

12.2.3 FNQROC Regional Plans

Recommendation:

That the FNQROC Board endorses the FNQ Regional expectations originally endorsed August 2022.

Pages 70 - 83

12.3 Discussion Topic No. 32 - TNQ Economic Development Strategy and RDA Proposed new MOU

Discussion topic (*refer to separate attachment*).

Refer to Appendix 1 (*separate document*)

13. Information for the Board

13.1 Incoming / Outgoing Correspondence

13.1.1 Incoming

Letter from the honourable David Crisafulli MP, Premier and Minister for Veterans.

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13.1.2 Outgoing

NIL

13.2 Information Reports

13.2.1 Meetings attended by FNQROC Chief Executive Officer

Page 85 - 86

13.2.2 Minutes of FNQROC Advisory Committees: -

- FNQROC Regional Waste Management Plan Technical Committee meeting #4 – 4 October 2024
Minutes – *available on the website*
Next Meeting – TBC
- FNQROC Climate Resilience Technical Committee meeting #6 – 18 October 2024
Minutes – *available on the website*
Next Meeting – 31 January 2025

Points to noting:

At the 6th Climate Resilience Technical Committee meeting on Friday 18 October 2024 the members wanted it to be brought to the FNQROC Boards attention their appreciation for the Boards ongoing support and the FNQROC team for facilitating the CRTC, as it offers space to problem solving on matters relating to climate change.

- FNQROC Water Alliance meeting #78 – 8 November 2024
Minutes – *available on the website once finalised*
Next Meeting – 7 February 2025
- FNQROC Natural Asset Management Technical Committee (NAMAC) meeting #60 – 19 November 2024
Minutes – *available on the website once finalised*
Next Meeting – February 2025 (TBC)

Points for noting (Information only):

A recent ruling by DESI on Cairns Regional Council disposal of carcasses of feral pigs, roadkill, and other animals has found that council is in breach of waste regulation when using the established disposal process. As a result, council is now incurring significant costs to store, then transport, animal carcasses to Springmount WMF.

Cairns Regional Council is the subject of the DESI finding, but it also impacts Douglas Shires feral pig management program (as well as other private and public programs across the region).

A solution is being sought while the current options are considered or actioned.

- Maintain a watching brief on the situation in Cairns Regional Council - (ongoing).
- Raise with the FNQROC Waste Management Technical Committee - (underway).
- Provide update to LGAQ and National Feral Pig Coordinator - (complete).

- Raise issue with the Departments prior to raising to relevant Minister/s requesting DESI develop a suitable solution with QDAF. (Underway via LGAQ).

NAMAC has prepared an issues paper: Feral pig (and other carcass) disposal issues paper, FNQROC NAMAC – October 2024

- FNQROC RRTG Technical Committee meeting #136 29 November 2024
Minutes – *available on the website once finalised*
Next Meeting – TBC

13.2.3 Minutes of Confidential Meetings

- FNQROC Sewer Relining 2024/25 contract pre-start meeting #1 – 27 September 2024
Minutes – *available on request*
Next Meeting – 13 November 2024
- FNQROC Regional Collection & Disposal of Ferrous Metal, Non-Ferrous Metal & ULABs - Contract Meeting #4 –9 October 2024
Minutes – *available on request*
- FNQROC Supply and Delivery of Sodium Hypochlorite - Contract Meeting #3 – 24 October 2024
Minutes – *available on request*
- FNQROC Bitumen Reseals 2024/25 contract meeting #2 – 31 October 2024
Minutes – *available on request*
Next Meeting – 10 December 2024

14. MEETING SCHEDULE

14.1 Next Meeting

Date & Time	Thursday 6 February 2025
Venue	Cairns Regional Council, Civic Reception Room / or Canberra (dependant on Federal Mayoral Delegation dates)

Minutes of the 168th FNQROC Board Meeting

Meeting No	168
Meeting Name	FNQROC Ordinary Board Meeting
Date	3 October 2024
Time	11.00am – 1.30pm
Venue	Pullmans International Cairns

REPRESENTATIVES

CHAIR

Cr Angela Toppin, Mayor	Mareeba Shire Council
Cr Barry Hughes, Mayor	Etheridge Shire Council
Cr Rod Marti, Mayor	Tablelands Regional Council
Cr Trevor Pickering, Mayor	Croydon Shire Council
Cr Lisa Scomazzon, Mayor	Douglas Shire Council
Cr Teresa Millwood, Mayor	Cassowary Coast Regional Council
Cr Matthew Tickner	Cairns Regional Council
Cr Robyn Holmes, Mayor (Online)	Cook Shire Council

CEO'S

Mr Paul Hoye, A/CEO	Douglas Shire Council
Mr Brian Joiner, CEO (Online)	Cook Shire Council
Mr Peter Franks, CEO	Mareeba Shire Council
Mr Richard Wright, CEO	Yarrabah Aboriginal Shire Council

OBSERVERS

Cr Johnathan Evans, Deputy Mayor	Croydon Shire Council
Cr Laurell Royes, Deputy Mayor	Etheridge Shire Council
Ms Lucy Greene	Lead Intergovernmental Relations, LGAQ
Ms Sarah Vogler	Head of Advocacy, LGAQ
Mr Ben Steele	Strategic & Business Consulting Practice Leader, Stantec
Ms Banah Al-Saket	Principal Consultant & Client Development Manager, Stantec
Ms Stephanie Channen	Managing Director Client Advisory, Qld Treasury Corporation
Mr Jan Xanthopoulo	Corporate Advisor, QTC

FNQROC STAFF

Ms Darlene Irvine	Chief Executive Officer
Mr Travis Sydes	Natural Asset Management & Sustainability Coordinator
Ms Amanda Hancock	Regional Strategic Infrastructure Coordinator
Ms Kelly Dean	Executive Support Officer
Ms Maria Anselmo	Regional Climate Resilience Coordinator
Ms Ieva Pradal	Regional Procurement Coordinator
Ms Bhakti Devi	Regional Waste Management Plan Coordinator

3199 WELCOME & ACKNOWLEDGEMENT

The meeting commenced at 10.53am.

The Chair welcomed everyone to the meeting and acknowledged the Traditional Owners of the land on which we met and paid respects to Elders past, present and emerging.

3200 APOLOGIES

Cr Ramon Jayo, Mayor	Hinchinbrook Shire Council
Cr Amy Eden, Mayor	Cairns Regional Council
Cr Daryl Sexton, Mayor	Yarrabah Aboriginal Shire Council
Cr Alister Gibson, Mayor	Wujal Wujal Aboriginal Shire Council
Cr Bruce Gibson, Mayor	Hope Vale Aboriginal Shire Council
Mr John Andrejic, A/CEO	Cairns Regional Council
Ms Jacqui Cresswell, CEO	Croydon Shire Council
Ms Mary-Ann Uren, CEO	Hinchinbrook Shire Council
Mr Gary Rinehart, CEO	Tablelands Regional Council
Ms Kiley Hanslow, CEO	Wujal Wujal Aboriginal Shire Council
Mr Andrew Graffen, CEO	Cassowary Coast Regional Council
Mr Lawrence Booth, CEO	Hope Vale Aboriginal Shire Council

3201 BOARD PRESENTATIONS

1. Presentation from Stantec

Ben Steel & Banah Al-Saket will present on the Regional Water Capability Plan.

The representatives took questions from the Board.

A hardcopy of the Regional Water Capability Plan will be sent to each Council and a further soft copy provided with the meeting minutes for review and adoption at next meeting.

ACTIONS:

1. Stantec to send a hardcopy of Water Capability Plan to each Council.
2. FNQROC to send a softcopy of Water Capability Plan to each Council.
3. Council members to review Water Capability Plan for adoption at the December meeting.

4. Presentation from QTC

Stephanie Channen, Managing Director Client Advisory and Jan Xanthopoulos, Corporate Advisor provided an economic regional update.

A soft copy of the presentation will be provided with the meeting minutes.

ACTION:

FNQROC to send a softcopy of presentation with meeting minutes.

5. Presentation from Lucy Greene LGAQ

Lucy provided an overview of LGAQ recent activities with a focus on State Government Grant Programs and Motions for the LGAQ 2024 Annual Conference in October.

3202 CONFIRMATION OF MINUTES

MOVED: Cr Rod Marti

SECONDED: Cr Matthew Tickner

That the Minutes of Meeting No.167th held on 1 August 2024 be confirmed and adopted

CARRIED UNANIMOUSLY

3203 BUSINESS ARISING FROM PREVIOUS MINUTES

Action items from 1 August FNQROC Ordinary Board Meeting

Meeting	Action	Responsible Person	Status
3165a (Feb 2024)	Contact DTMR to organise a Roads Session with FNQROC and Northwest ROC.	CEO FNQROC	Completed
3180 (June 2024)	Request Councils to identify a member to represent their respective Council on the FNQROC Regional Waste Management Advisory Committee.	ALL INDIVIDUAL COUNCILS	Incomplete – formal request to be sent by FNQROC CEO
3191 (Aug 2024)	That FNQROC revises its strategic and guiding documents to reflect the importance of the Palmerston and Mourilyan Harbour for the continued prosperity of our region	CEO FNQROC	Completed
3191 (Aug 2024)	That FNQROC writes to the DTMR seeking the release of the Palmerston Highway Upgrade Strategy.	CEO FNQROC	CEO to request again after Caretaker
3192 (Aug 2024)	Proposed Media Release is sent to Mayors for further review.	CEO FNQROC	Alternative action taken. Completed

Meeting	Action	Responsible Person	Status
3195 (Aug 2024)	State Delegation 19-21 August 2024. Mayoral delegates to confirm their attendance and flight preferences.	CEO FNQROC/ALL MAYORS	Completed
3197 (Aug 2024)	Ricky Clark FNQ Regional Digital Development Officer, Digital Inclusion, Community Partnerships, Department of State Library of Queensland to send out further information to CEOs of each Member Council.	CEO FNQROC	Completed

3204 BOARD REPORTS WITH NOTICE

B111 - FNQROC Regional Mountain Bike Strategy Report – *Flying motion distributed by email for endorsement on 4 September 2024.*

MOVED: Cr Rod Marti

SECONDED: Cr Lisa Scomazzon

1. *That the board adopts the North Queensland Mountain Bike Strategy 2024-2034.*
2. *That FNQROC facilitates the Regional Mountain Bike Strategy Steering Committee for a period of 2 years from the date of adoption (after which the committee will present future governance options to the Board).*

CARRIED UNANIOUSMLY

3205 BOARD REPORTS WITHOUT NOTICE

1. North Queensland Resilience Program

Darlene Irvine, CEO spoke to this

MOVED: Cr Lisa Scomazzon

SECONDED: Cr Barry Hughes

That the Board:

1. *Notes within FNQROC, Hinchinbrook, Etheridge and Douglas Shire Councils are eligible for funding under the North Queensland Resilience Program*
2. *Notes Etheridge Shire Council and Hinchinbrook Shire are covered within the NWQROC and NQROC respectively for their funding allocations; and*
3. *Notes only Douglas Shire Council is eligible under the FNQROC funding allocation.*
4. *That the Board endorses the Douglas Shire Councils 13 prioritised eligible projects totalling \$4,547,831.00.*

CARRIED UNANIOUSMLY

2. CEO Salary Review (Confidential)

This was discussed in Closed Session at the end of the meeting.

3. Members Reports

Nil

3206 FINANCIAL REPORTS

B107 – Financial Reports Year to Date

MOVED: Cr Barry Hughes

SECONDED: Cr Rod Marti

That the Board:

1. *Adopts the Profit and Loss Statement for the period 1 July – 19 September 2024.*
2. *Adopts the Balance Sheet as at 19 September 2024.*

CARRIED UNANIMOUSLY

3207 LGAQ POLICY EXECUTIVE DISCUSSION

Policy Executive Discussion

Cr Angela Toppin, Chair and Division 10 representative provided an update.

Sarah Vogler, LGAQ talked to the Boards concerns regarding the sale of quarries in Queensland.

3208 GENERAL DISCUSSION

1. Invitation from Strathfield Council to support the Commonwealth Postal Savings Bank

Darlene Irvine, CEO recommended to remove this item from general discussion and not to consider the invitation from Strathfield Council further.

Outcome:

Board supported the recommendation, and the item was removed.

2. FNQROC Delegation to Canberra and Advance Cairns delegation in November 2024.

Darlene Irvine, CEO put forward to the Board the request from Advance Cairns.

RESOLVED:

- a. That FNQROC will not attend Canberra in November 2024.
- b. That FNQROC will undertake a Federal delegation in February 2025.
- c. That the Mayors of those Councils' members of Advance Cairns attend the November delegation with them as they see fit.

Discussion:

There was some discussion regarding Advance Cairns advocating for projects in Council areas and not corresponding with those Councils i.e. Hann Highway, Etheridge Agricultural Precinct.

ACTIONS:

1. CEO to advise Advance Cairns of decision.
2. CEO to review the items being advocated by Advance Cairns and advise the relative Council representative.

3. FNQROC Strategic Direction.

Darlene Irvine, CEO advised individual meetings with each member Council to discuss their Local Government area priorities are being scheduled for October and November 2024. This information will then form the basis for a review of our Strategic Priorities and development of our Federal delegation brief.

3209 INFORMATION FOR THE BOARD

Incoming / Outgoing Correspondence

Incoming

FNQROC Representative to guide First Nations Tourism

Board discussed

ACTION: CEO to email Indigenous Councils seeking nominations for the Steering Committee

Outgoing

Nil

Meetings Attended by FNQROC Executive Officer

Noted

Minutes of Advisory committees

FNQROC Technical Planning Committee meeting #76 – 26 July 2024

Noted

FNQROC Regional Mountain Bike Strategy Final Review meeting #1 – 30 July 2024

Noted

FNQROC Regional Mountain Bike Strategy Final Review meeting #2 – 31 July 2024

Noted

FNQROC Regional Water Alliance meeting #39 – 9 August 2024

Noted

FNQROC Natural Asset Management Technical Committee (NAMAC) meeting #59 – 30 August 2024

Noted

FNQROC Technical Planning Committee meeting #77 – 30 August 2024

Noted

FNQROC RRTG Technical Committee meeting #135 – 10 September 2024

Noted

FNQROC Animal Management Technical Committee meeting # – 13 September 2024

Noted

FNQROC Technical Planning Committee meeting – 27 September 2024

Noted

Confidential Minutes

FNQROC Regional Procurement Advisory Committee meeting #43 – 4 September 2024

Noted

FNQROC Bitumen Reseals 2024/25 pre-start contract meeting #1 – 3 September 2024

Noted

3210 CEO SALARY REVIEW (CLOSED SESSION)

MOVED: Cr Barry Hughes

SECONDED: Cr Lisa Scomazzon

Amended motion became the substantive motion:

That the FNQROC Board

- 1. endorse the implementation of the Mercer Remuneration Review – Chief Executive Officer FNQ Regional Organisation of Councils 19 September 2024 report; and*
- 2. adopt the Performance Management Program for the CEO Framework; and*
- 3. authorise that the Chairperson and CEO implement the steps as laid out in the report; and adjust the CEO's remuneration package to the Mercer recommended midpoint with effect from the next pay cycle; and*
- 4. Schedule the next performance appraisal to be due 30 June 2025.*

CARRIED UNANIMOUSLY

3211 NEXT MEETING

The next meeting will be held at **Cairns Regional Council Thursday 5 October 2024 @ 10.30am.**

There being no further business the Chair declared the meeting closed at **1:40pm**

.....
Cr Angela Toppin

FNQROC Chair

Attachments:

1. Agreed Action Items from Board Meeting on Thursday 3 October 2024

ATTACHMENT 1

Agreed Action Items from Board Meeting held on 3 October 2024

Meeting	Action	Responsible person
3180 (June 2024)	Request Councils to identify a member to represent their respective Council on the FNQROC Regional Waste Management Advisory Committee.	All Individual Councils
3191 (Aug 2024)	That FNQROC writes to the DTMR seeking the release of the Palmerston Highway Upgrade Strategy.	Darlene Irvine, CEO to request again after Caretaker
3201a (Oct 2024)	Stantec to send a hardcopy of Water Capability Plan to each Council.	Stantec
3201b (Oct 2024)	FNQROC to send a softcopy of Water Capability Plan to each Council	Darlene Irvine, CEO
3201c (Oct 2024)	Council members to review Water Capability Plan for adoption at next meeting	All Individual Councils
3201d (Oct 2024)	Provide all Councils with a softcopy of the QTC presentation with minutes.	Darlene Irvine, CEO
3208a (Oct 2024)	Advise Advance Cairns of the FNQROC Board decision regarding a joint delegation to Federal Parliament.	Darlene Irvine, CEO
3208b (Oct 2024)	CEO to review the items being advocated by Advance Cairns and advise the relative Council representative.	Darlene Irvine, CEO
3209 (Oct 2024)	CEO to email Indigenous Councils seeking nominations for the Steering Committee.	Darlene Irvine, CEO

Remaining FNQROC Board Meetings for 2024

Date	Venue
Thursday 5 December 2024	Cairns Regional Council, Civic Reception Room

Profit and Loss

Far North Queensland Regional Organisation of Councils 30241 For the period 1 July 2024 to 25 November 2024

1 JULY-25 NOV
2024

Trading Income

FNQROC

FNQROC: Annual Contribution	569,096.00
FNQROC: Miscellaneous	9,496.91
Total FNQROC	578,592.91

Regional Roads & Transport

RRTG: Annual 2.75% contribution	156,459.71
RRTG: Funding/Subsidies	152,064.00
Total Regional Roads & Transport	308,523.71

Regional Procurement Group

Regional Procurement: Annual Procurement Contribution	150,000.00
Total Regional Procurement Group	150,000.00

FNQROC: Short Term Projects	23,231.75
FNQ Water Capability Plan	50,000.00
Regional Waste Management Plan Funding	200,000.00
QWRAP Short Term Project - Sewer Relining	74,200.00
Wet Tropics Bio Security Future	19,000.00
Climate Resilience: Resilience Program	27,000.00
Total Trading Income	1,430,548.37

Gross Profit

1,430,548.37

Other Income

Interest Income	4,173.96
Total Other Income	4,173.96

Operating Expenses

Audit & Accounting Fees	(5,736.36)
Bank Service Charges	202.60
FNQROC	
FNQROC: Subscription/membership	16,161.37
FNQROC: Chairs Honorarium	10,000.00
FNQROC: Mayoral delegations - accommodation, meals, travel expenses	13,984.32
FNQROC: External Meeting Expenses: Travel, Accom & Meals	2,716.51
FNQROC: Internal Meeting Expenses: Miscellaneous	263.18
FNQROC: Internal Meeting Expenses: Catering	20.52
FNQROC: Staff Christmas Party	872.15
FNQROC: Mobile Phone Expenses	696.95
FNQROC: Salaries	121,779.26
FNQROC: Stationery & Office Expenses	24,807.10
FNQROC: Stationery & Office Expenses:Website	58.00

FNQROC: Training	2,800.00
FNQROC: Vehicle Expenses	2,972.15
FNQROC: Miscellaneous expenses	273.11
Total FNQROC	197,404.62
Infrastructure	
Infrastructure: Salaries	49,596.51
Infrastructure: Mobile Phone Expenses	295.69
Total Infrastructure	49,892.20
Regional Roads & Transport	
RRTG: External Meetings: Travel, Accom & Meals	1,752.32
RRTG: Internal Meeting Expenses: Catering	245.46
Total Regional Roads & Transport	1,997.78
Regional Urban Water	
Water: Internal Meeting Expenses: Catering	283.64
Total Regional Urban Water	283.64
Regional Natural Asset Management	
Nat Asset: Vehicle Expense	3,480.00
Nat Asset: External Meetings: Registration Fees	44.55
Nat Asset: Internal Meeting Expenses: Catering	418.78
Nat Asset: Mobile Phone Expenses	388.68
Nat Asset: Salaries	44,919.69
Total Regional Natural Asset Management	49,251.70
Regional Planning & Economic Development	
Reg Planner/economic development: Internal Meeting Expenses: Catering	173.09
Reg Planner/economic development: Mobile Phone Expenses	225.44
Total Regional Planning & Economic Development	398.53
Regional Procurement	
Regional Procurement: Bitumen Reseal Project:Project Coordinator Fees	27,120.00
Regional Procurement: External Meeting Expenses: Travel, Accom & Meals	1,061.95
Regional Procurement:Internal Meeting Expenses: Catering	118.55
Regional Procurement: Mobile Phone Expenses	295.69
Regional Procurement: Salaries	39,978.37
Total Regional Procurement	68,574.56
Infrastructure: Stationery & Office Expenses	237.38
Regional Development Manual: External Meetings: Travel, Accom & Meals	124.60
Waste: External Meeting Expenses: Registration Fees	27.63
Waste: External Meeting Expenses: Travel, Accom & Meals	18.83
Water: External Meeting Expenses: Travel, Accom & Meals	(51.00)
Climate Resilience: Corporate GHG Inventory	(2,136.35)
Regional MTB Strategy	4,109.94
WTBFP - Local roadshows First Nations engagement fees	1,454.55
WTBFP - Regional Forums First Nations engagement	363.64

1 JULY-25 NOV
2024

FNQROC: Mayoral delegations	2,827.45
SCDF Project - Procurement and Contracts Training 2024	(38,806.00)
WTBFP - Regional Forums - general expenses	2,969.49
Resource Recovery Salaries	8,468.35
Climate Resilience: Climate Resilient Councils Program	43,177.04
Preparation of procurement and construction documents	1,431.82
Waste: Recruitment costs	980.00
WTBFP - Local roadshows materials and consumables	3,454.54
Miscellaneous	4,739.73
Reg Planner/economic development: FNQ Regional Plan consultant	22,564.76
WTBFP - Regional forums catering	1,664.18
Regional Procurement: Sewer Relining - Consultant Fees	40,860.00
Water: FNQROC Regional Water Capability Plan	151,741.78
Total Operating Expenses	612,491.63
Net Profit	822,230.70

Balance Sheet

Far North Queensland Regional Organisation of Councils 30241
As at 25 November 2024

25 NOV 2024

Assets

Bank

ANZ Credit Card:FNQROC	4,464.53
Cheque Account	792,124.35
FNQROC Savings	1,258,781.78
Total Bank	2,055,370.66

Current Assets

Accounts Receivable	250,439.52
Total Current Assets	250,439.52

Total Assets

2,305,810.18

Liabilities

Current Liabilities

Accounts Payable	61,186.90
GST	(4,009.43)
Payroll Liabilities:AL Payable Current	68,672.07
Payroll Liabilities:LSL Payable Current	12,517.00
Payroll Liabilities:LSL Payable Non-Current	68,753.00
Rounding	(0.20)
Total Current Liabilities	207,119.34

Total Liabilities

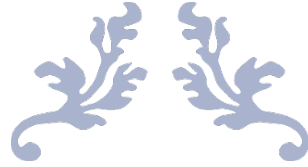
207,119.34

Net Assets

2,098,690.84

Equity

Current Year Earnings	822,230.70
Opening Bal Equity	293,928.07
Retained Earnings	982,532.07
Total Equity	2,098,690.84



FNQROC CHARTER

Far North Queensland Regional Organisation of Councils



REVISED AND ADOPTED: XX XX XXXX

1. NAME

The name of the Organisation shall be the Far North Queensland Regional Organisation of Councils (FNQROC).

2. MISSION STATEMENT

Our Mission is to foster cooperation and resource sharing between councils and effectively advocate on agreed regional positions and priorities.

3. VISION

Sustainable Economic Growth and Development for Far North Queensland. Regional prosperity through interactive and collaborative planning and advocacy.

4. CORE VALUES

- a) **Autonomy** to act within the constraints of our systems of Government
- b) **Integrity** in the performance of their functions
- c) **Responsiveness** to the needs of the local community
- d) **Accountability to stakeholders** – electors, ratepayers, other spheres of Government
- e) **Equity**; and
- f) **Respect** the individual rights of individual councils to have their own opinions.

5. OBJECTIVES

- a) To support and advance the local interest of its members and their constituencies in a regional context
- b) To formulate policies and strategies from which all member Councils may act collaboratively in determining complementary plans for the co-ordination of regional growth and management of change
- c) To foster co-operation amongst members on issues of mutual concern or to further joint interests
- d) To act as an advocate to State and Commonwealth Governments or public bodies on issues of concern to members
- e) Address cross boundary issues
- f) Take forward the collective interest of Councils in the region and influence senior decision makers within government and agencies
- g) Communication and information sharing

- h) Facilitate regional economic development and co-operation of mutual benefit to member councils, communities and businesses
- i) Strategies for doing more with less
- j) Build effective partnerships with State and Federal agencies which make decisions that affect our region
- k) Facilitate co-operation with community, business and academic organisations for the benefit of the region
- l) Member Councils to work together to proactively promote sustainable growth so as to retain the region's natural assets and the cultural diversity of its people.

6. PRINCIPLES

In the pursuit of these objectives the Far North Queensland Regional Organisation of Councils will observe the following principles:

a) Liaison

Establish and maintain close liaison with the Local Government Association of Queensland (Inc), other Local Government networks and peak regional organisations to ensure as far as possible the pursuit of common objectives and strengthening Local Government representation.

b) Decisions

Positions adopted and decisions taken shall acknowledge minority or dissenting viewpoints at a member's request.

Resolution of regional matters shall promote the collective interest of the members in association without adversely affecting the interest of any member Council.

c) Operations

- i. Facilitating the sharing of resources and information between the Councils to achieve economies of scale and to improve the region.
- ii. Identifying, planning, prioritising and lobbying for regionally significant assets or policies.
- iii. Seeking to secure, through forward commitments, State and Commonwealth investment in major regional assets.
- iv. Thoroughly examining State and Commonwealth legislation and policy to ensure that the region will not be disadvantaged, and that maximum benefit is obtained.

- v. Providing a forum for the Councils to meet regularly in an atmosphere of goodwill and trust.
- vi. Developing effective networks and alliances with the key stakeholders.
- vii. Dealing with other issues of significance as determined from time to time by the participating Councils.
- viii. Ensuring that the Chief Executive Officer effectively and efficiently manages the secretariat of FNQROC within the budget parameters and delegations agreed to.

d) Regional Coordination and Co-operation in relation to but not limited to:

- Statutory Planning
- ~~Roads~~Transport
- Development
- ~~Transport and~~Communications
- Water Supply
- Waste Water Treatment
- ~~Waste Management & Resource Recovery Solid and Liquid Waste Management and Disposal~~
- Environmental Issues and Management
- Economic Development
- Social Justice and Equity
- Non-Urban Lands
- Management of Data
- ~~Electricity Supply and Distribution~~
- Climate resilience

and any other issue of a regional nature that an absolute majority of members may wish to include.

7. MEMBERSHIP

a) Membership of the Far North Queensland Regional Organisation of Councils shall be open to the following Local Government Councils:

- Cairns Regional Council
- ~~Carpentaria Shire Council~~

- Cassowary Coast Regional Council
- Cook Shire Council
- Croydon Shire Council
- Douglas Shire Council
- Etheridge Shire Council
- Hope Vale Aboriginal Shire Council
- Hinchinbrook Shire Council
- Mareeba Shire Council
- Tablelands Regional Council
- Wujal Wujal Aboriginal Shire Council
- Yarrabah Aboriginal Shire Council

b) Additional Local Government Councils may be admitted as members by majority vote of the members.

c) A member may resign at any time by notice in writing.

8. SELECTION OF THE CHAIR OF FNQROC

The Chair and Deputy Chair of FNQROC will be elected on an annual basis at the Annual General Meeting.

9. POWERS

The Far North Queensland Regional Organisation of Councils shall have the power to:

- a) Make and levy an annual subscription for membership in such amount or amounts as may be determined at or around the March ordinary meeting.
- b) Members are financially committed to the subscription fee unless written resignation is received prior to the start of a financial year.
- c) Make and levy a special levy for any or all of its objects in such amount as may be determined at an Annual General Meeting or at any other meeting on a notice of motion given at least fourteen days prior to an Annual General Meeting or any other meeting but in any case, any such resolution shall have no force or effect unless the vote is unanimous.
- d) Any additional requests for funds for projects and/or matters not included in the annual budget, but are considered to be of an urgent and important regional nature, shall be referred to member Councils for approval.

All participating member Councils must approve the request for additional funds before the project is undertaken.

- e) Determine and make payments from its funds for any or all of the purposes of its objectives.
- f) Receive any grant or subsidy and apply monies for the purposes of such grant or subsidy

10. MEETINGS

Meetings of FNQROC will be held generally in accordance with the following guidelines:

- a) Meetings shall be held on at least seven days' notice as follows:
 - as determined at a previous meeting(s)
 - called by the Chairperson
 - at the request of any three (3) members
- b) Minutes of the meetings shall be circulated within fourteen (14) days to representatives and confirmed at the following meeting.
- c) A quorum shall consist of seven full member representatives.
- d) The Chair will preside at all meetings. In the absence of the Chair, the Deputy Chair will preside and in his/her absence a person elected at the meeting.
- e) The Chair shall be responsible for the conduct of the meetings. Meetings will be run in a business-like manner following accepted guidelines for meeting procedure and protocols.

An Annual General Meeting (AGM) shall be held within four (4) months from the end of June:

- f) To elect a Chairperson, Deputy Chairperson
- g) To receive audited annual financial statements and reports.
- h) To transact any other business.

11. MEETINGS – APPOINTMENT OF REPRESENTATIVES

Each member Council shall appoint an elected representative for a term of not less than one year except as this might be varied by notice given by a member Council.

A proxy may attend meetings and will vote if the appointed representative has not given written instructions for voting direction.

12. ATTENDANCE

FNQROC meetings shall be attended by:

- a) A representative from each member Council.
- b) CEO's from each member Council

- c) FNQROC Chief Executive Officer

FNQROC meetings are open to Councillors of member Councils as observers.

13. OBLIGATIONS OF MEMBERS

The purpose of FNQROC is to facilitate regional cooperation. It is therefore expected that representatives will consider all issues from a regional perspective and decide the merits of an issue in the interests of the regional community.

14. VOTING

- a) Every question, matter or motion shall be decided by a majority of votes of the members represented at a meeting.
- b) Every full member shall be entitled one (1) vote.
- c) In the event of an equality of votes the Chair shall have a second or casting vote.
- d) A member may vote through its representative or authorise in writing, any other person to be its proxy in accordance with its directions.
- e) Any member may request the recording of and have recorded any dissent from or qualification of a majority decision.

15. MEETINGS - CONFIDENTIALITY

FNQROC meetings allow member council representatives to discuss items or issues in a frank and honest manner without fear or favour. As such, the meetings shall generally be closed to the public.

Meeting agendas and Minutes will form the public record.

16. PROCEEDINGS AT LAW

Upon a resolution of the organisation to institute proceedings at law, the Chairperson, Deputy Chairperson or other representative appointed for that purpose by resolution may undertake proceedings in his/her name as a representative of the organisation and shall have the right of indemnity, from organisation funds, against any claim arising from such representation or in respect of costs properly incurred or any award made against him/her as a representative of the Organisation.

17. POLICIES

The Far North Queensland Regional Organisation of Councils may from time to time at any meeting make, amend or repeal policies consistent with its objectives and principles.

18. ALTERATION OF CHARTER

These rules may be rescinded, amended or added by resolution passed by a two-thirds majority of the membership at an Annual General Meeting or Special General Meeting called for that purpose.

A notice of motion to this effect shall be submitted to the Chairperson for distribution to members at least 14 days before the meeting at which the proposal shall be considered.

19. FUNDS AND ACCOUNTS

Funds of the Far North Queensland Regional Organisation of Councils shall be deposited by the Organisation or any Trustee in the name of the Far North Queensland Regional Organisation of Councils in a Bank or Permanent Building Society.

Books and accounts shall be kept. The Chief Executive Officer shall make all necessary arrangements for the keeping of books and accounts and for the preparation of financial statements and reports.

Such financial statements and reports shall be prepared for the Annual General Meeting and as such other intervals as determined at a meeting of the Organisation.

The income and property of the Organisation shall be used and applied solely in promotion of its objectives and in the exercise of its powers and other provisions of this Charter.

Cheques and Electronic Funds Transfers (EFTs) shall be signed by any two of the Chairperson, Deputy Chairperson or Chief Executive Officer or any Trustee or any other person as may be authorised from time to time by resolution of a meeting.

We the undersigned, agree to be bound by the Charter of the Far North Queensland Regional Organisation of Councils.

Signed for and behalf the member Councils, as resolved at ~~AGM~~ Meeting No. 169, 5th day of December 2024.

.....
Cr Amy Eden
Mayor, Cairns Regional Council

.....
~~Cr Jack Bawden~~
~~Mayor, Carpentaria Shire Council~~

.....
Cr Teresa Millwood
Mayor, Cassowary Coast Regional Council

.....
Cr Robyn Holmes
Cook Shire Council

.....
Cr Trevor Pickering
Mayor, Croydon Shire Council

.....
Cr Lisa Scmazzon
Mayor, Douglas Shire Council

.....
Cr Barry Hughes
Mayor, Etheridge Shire Council

.....
Cr Bruce Gibson
Mayor, Hope Vale Aboriginal Shire Council

.....
Cr Ramon Jayo
Mayor, Hinchinbrook Shire Council

.....
Cr Angela Toppin
Mayor, Mareeba Shire Council

.....
Cr Rod Marti
Mayor, Tablelands Regional Council

.....
Cr Alister Gibson
Mayor, Wujal Wujal Aboriginal Shire Council

.....
Cr Daryl Sexton
Mayor, Yarrabah Aboriginal Shire Council



OPERATIONAL GUIDELINES

Adopted: xxx/xxx/xxxx

Abstract

These FNQROC Operational Guidelines guide resourcing, media releases, formal correspondence, technical committees, Regional Road and Transport Group, Communication, Presentations to the FNQROC Board and our policies.

Contents

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1. Executive Support

FNQROC will employ a Chief Executive Officer on such terms and conditions agreed on by the member Councils and the Chief Executive Officer.

1.1. The position objectives for the Chief Executive Officer are to:

- Provide effective leadership and business direction within the FNQROC region to ensure the achievement of FNQROC's strategic directions.

1.2. The principal accountabilities of the position are to include but are not limited to:

- Representation and advocacy based on individual councils' adopted policy positions and FNQROC's adopted policy position.
- Provision of administrative and financial support for project teams including the ability to identify funding and resourcing needs.
- Control and report on FNQROC finances, ensuring the financial resources allocated to FNQROC are used in the most cost-effective manner within budget allocation.
- Undertake Strategic and Business planning.
- Prepare submissions and reports on a range of initiatives associated with FNQROC activities.
- Research into emerging issues of interest to FNQROC.
- Represent FNQROC as directed by the Board and project needs.
- Maintain a repository for FNQROC information including project files, financial details and research reports.
- Provision of advice on implications and possible course of action to FNQROC on existing and new initiatives or policy changes by State and Federal Governments.
- Management of the day-to-day operations of FNQROC, producing meeting agendas, minute preparation, liaison with councillors and staff of member councils, workshop preparation, staff and financial management.
- Liaison, negotiation and joint action with other Regional Organisation of Councils, State Government agencies, commonwealth agencies, the academic sector, the private sector and the community on a wide range of matters of interest to FNQROC.
- Broker partnerships with other levels of government and private sector.
- Establish and maintain contact network with key regional players.

2. Resources

- 2.1. ~~At the March meeting each year, the~~ Around February each year, the Chief Executive Officer will present a draft budget for the next financial year for consideration and adoption.
- 2.2. The adopted budget will be referred to the member Councils for inclusion in each of their budgets for the ensuing year.

3. Media Releases

- 3.1. Releases can be initiated by any member council or the Chief Executive Officer.
- 3.2. Releases are to be prepared by the Chief Executive Officer.
- 3.3. The Chair is the principal official spokesperson for FNQROC.
- 3.4. The Chief Executive Officer can make media statements on any position that has been adopted or endorsed at previous meetings and non-policy organisational and administrative issues.
- 3.5. Draft releases are to be circulated to the Chair for approval and CEO's for information, prior to release, unless there is an urgent time-line. If this is the case, then the release is to be circulated as soon as possible. If the comment is verbal, then the Chief Executive Officer will provide a synopsis to the FNQROC members as soon as possible.
- 3.6. Approved releases are to be circulated to the Mayors and CEO's for information.

4. Formal Correspondence

- 4.1. Formal communication from FNQROC is to be signed in accordance to the following:
 - The FNQROC Chair is to sign all formal correspondence to Ministers, and
 - The FNQROC Chief Executive Officer is to sign all formal correspondence other than to Ministers

5. Technical Committees

5.1. Setting up a Technical Committee

Setting up a Technical Committee under FNQROC requires endorsement of the FNQROC Board. The decision to set up a technical committee ~~depends on a number factors~~ needs to answer (but is not limited to):

- a. Does it fit within the FNQROC Strategic Direction?
- b. Is it required due to a rapid shift in government policy affecting the region, and
- c. Do we have or can we get the resources needed?

The request to set up a technical committee can come from either:

- a. Discussion at the board level ~~on an issue~~,
- b. Council/technical committee request or
- c. External party request

5.2. Technical Committee Operation

Technical Committees are required to:

1. Develop a terms of reference,
2. Provide an annual operational plan (considering the FNQROC Strategic Direction) for consideration in the annual budget and operational plan.
3. Tender minutes of meetings for review within the FNQROC Agenda.

5.3. Authority

The technical committee has no authority to commit member councils to a course of action unless approval has been obtained from the FNQROC Board. The term 'commit' could be interpreted broadly and if guidance is needed between Board meetings it should be sought through the Chief Executive Officer.

5.4. Recommendations to the FNQROC Board

It is expected through regional collaborations that recommendations to the FNQROC Board will come from technical committees. These recommendations will vary in complexity and depth. To ensure technical committee recommendations are considered by the FNQROC Board and to make the process 'simple' there are a number of ways to highlight recommendations:

- a. For simple recommendations needing highlighting at the board (i.e. tick and flick) – this can be highlighted within the FNQROC Agenda under the relevant minutes for noting. Adoption of these 'simple' recommendations will be recorded in the FNQROC minutes.
- b. Report to the FNQROC board including the recommendation and justification. This report is signed off by the relevant Coordinator and the Chief Executive Officer - not dissimilar to council reports. However, unlike in council, if the Chief Executive Officer is not prepared to signoff the report and recommendation there is the option to develop a discussion paper to ensure the Board consideration;
- c. Discussion paper. Discussion papers are used when:
 - i. the matter is relatively simple and a report is overkill
 - ii. The Chief Executive Officer is providing follow up information to inform a decision held over from a previous meeting
 - iii. council wants to raise an issue,
 - iv. the Chief Executive Officer is seeking the Boards guidance or
 - v. The Chief Executive Officer doesn't agree with the recommendation from a technical committee. This will essentially be a report on the recommendation which includes commentary from the FNQROC Chief Executive Officer.

6. FNQ Regional Road and Transport Group

Given the boundaries of FNQROC the Far North Queensland Regional Road and the Transport Group (FNQRRTG) are almost identical it is of regional benefit to utilise the resources within FNQROC to manage FNQ RRTG.

Given funding is provided by the Department of Transport and Main Road (TMR) and it is a requirement for the District Director to be on the board this group operates under its own constitution and operational guidelines. The Constitution and operational guidelines are complimentary to FNQROC's Charter and Operational Guidelines.

7. Communication

The FNQROC Board has adopted a Communication Strategy which covers expectations of FNQROC Staff and technical committee representatives.

8. Presentations to FNQROC Board

Presentations to the FNQROC Board will ~~generally~~ be limited to the first hour of Board meetings and be a total of 20mins in length (generally).

The FNQROC Chief Executive Officer in consultation with (where needed) the Chair will determine presenters at the FNQROC Board meetings.

The Board priority order for presentations will generally be as follows:

- a. FNQROC Board invited presenters and Federal/State Members
- b. State/Federal Agency department heads (i.e. Director General, Deputy DG)
- c. Presentations directly related to FNQROC Strategic Plan
- d. State/Federal Agency presentations which will directly impact LG.
- e. Regional Organisations i.e. TTNQ, RDA, Advance Cairns
- f. State/Federal Agency presentations as a meet/greet/update
- g. All others

9. Policies

Policies will be developed and reviewed by the FNQROC Board as required to ensure effective leadership and delivery of strategic directions.

Administration Instruction No. 1 State and Federal Delegations

Adopted: xx/xx/xxxx

Purpose of the Administration Instruction

With ~~thirteen~~ twelve member councils undertaking ~~two~~ State and ~~two~~ Federal delegations ~~per each~~ year, the purpose of ~~the State and Federal Delegations~~ this Administration Instruction is to ensure the roles and financial responsibilities between FNQROC, Member Councils and Delegates are defined to:

- Mitigate the risk of duplication of Bookings.
- Minimise the cost to FNQROC and consequently member councils.
- Allow flexibility for delegates to amend bookings.
- Minimise the administrative burden of invoicing (indirect costs of reimbursement).
- Clearly define logistic roles of FNQROC and member councils.
- Ensure a professional and articulate regional delegation aligned to ~~Ensure each delegation is perceived as articulate and aligned in~~ our vision for Sustainable Economic Growth and Development for Far North Queensland.

The Administration Instruction has been broken into the following topics:

- Meetings
- Flights
- Accommodation
- Meals/Incidentals
- Taxi's
- Delegate packs.

Meetings

Meetings to Ministers, Shadow Ministers and Senators are arranged by FNQROC. It is important member councils do not arrange their own meetings during the delegation timeframe. This is to mitigate the risk of:

- No Mayors being available for the meetings we have arranged.
- Being perceived as disjointed i.e. not united.
- Losing a regional opportunity to meet with a Minister, Shadow Minister or Senator.

Regional delegations are an opportunity for Mayors to meet State and Federal Elected members and the lay of the land so that they can bring their own local delegation at another time.

Member councils are more than welcome to arrange their own meetings before or after the regional delegation.

Flights

FNQROC will:

- purchase flights from Cairns to Canberra or Brisbane return and provide a booking reference number to each member council.

Member councils are responsible for:

- getting to Cairns Airport, and
- any changes to the flight booking.

Accommodation

FNQROC will:

- book accommodation for each delegate and provide a booking reference number to each member council.
- Pay for accommodation booked related to the delegation.

Member councils are responsible for:

- Any changes to the booking i.e. additional nights.

Meals and Incidentals

Member councils are responsible for their own meals and incidentals in line with their own council policies.

From time to time FNQROC will fund meals.

Taxi's

Taxi/Uber etiquette, person in the front seat pays.

Delegate packs

FNQROC will provide delegate packs which will include:

- Agenda of meetings, location, time and delegation advocacy priorities, ~~potential discussion topics for all delegate groups~~
- Biographies for each of the individuals delegates are meeting with.
- Logistical information such as accommodation, details, flight numbers, times and ~~booking reference numbers and accommodation location, dates and~~ booking reference numbers.
- ~~— Short sharp briefing notes on the topics for discussion; this is to allow the early identification of discussions which may conflict with other member councils or not yet be FNQROC policy.~~
- ~~— Given the nature of late meeting appointments and changes, if there are amendments, FNQROC will take a copy of the latest version of the amended agendas and will distribute these while in Canberra or Brisbane.~~

Each member council is responsible for:

- ~~Providing the short sharp briefing note for inclusion within the delegate packs and noting on the agenda for discussion.~~ We are going down under the united banner of FNQROC and we all agree on points of discussion. If a subject matter is not FNQROC policy the member council is welcome to either get consensus or address the matter at another time under that council's banner;
- Where regionally agreed, Taking their own promotional material or professional briefing notes to provide more information to their discussion topic;
- ~~Each member council to package the delegate packs in their own preferred manner.~~

Policy No. 1

Use of FNQROC or other Vehicle

Intent

To clarify the circumstances and conditions under which there may be private or commuter use of FNQROC vehicles.

Scope

This applies to all motor vehicles provided under lease from Cairns Regional Council or any member council to Far North Queensland Regional Organisation of Council's (FNQROC) control for which private and commuter use rights are granted.

Provision

Within FNQROC there are two vehicles which are based on the operational needs of the organisation and relates to specific operational requirements.

Chief Executive Officer

Where ~~the~~ Chief Executive Officer is provided with a fully maintained vehicle for use in FNQROC duties with full and unrestricted private use, ~~the~~ the vehicle is to be driven to work every day other than leave periods. The vehicle will be made available to FNQROC staff if required.

Where required, ~~the~~ the Chief Executive Officer is required to complete an Odometer Reading Declaration Form as at 31 March each year for Cairns Regional Council finance department.

Ad-hoc Commuter Use for business purposes

Where there are sound operational reasons (i.e. meetings outside Cairns Regional Council), FNQROC staff are to utilise the vehicle provided to the Chief Executive Officer as available. If the vehicle is not available, least cost options are to be identified and approved by the Chief Executive Officer i.e. rental, pool vehicle, own vehicle. For own vehicle use, reimbursement will be based on Australian Taxation Office 'Cents per kilometre' rate.

A second vehicle is located outside of Cairns Regional Council due to ~~has been provided in Malanda due to:~~

- Car rental costs in the Tablelands outside Cairns regional council exceed the monthly lease cost
- Reimbursement for using personal vehicle exceeds the equivalent lease amount.

Use of this vehicle is for business only.

General Conditions of use relating to FNQROC Vehicle

- FNQROC via Cairns Regional Council is responsible for acquisition, disposal, registration, insurance, maintenance, fuel, servicing and roadside assistance for FNQROC Vehicles.
- The vehicle shall at all times of commuter use remain under the control of the employee.
- An employee charged with and convicted in any Court of driving an FNQROC vehicle whilst under the influence of drugs or having a blood alcohol reading above the legal limit will immediately lose all private use privileges for three months or the period of licence suspension, whichever is greater.
- Vehicle provision and usage shall be revoked if the employee's driver's licence is suspended by a Court or the Department of Transport for the period of that suspension.
- The employee will be responsible for any fine incurred unless proof can be provided that they were not in control of the vehicle at the time of receiving the fine.
- Where the employee, or person authorised by the Chief Executive Officer, is involved in an accident during private use and is convicted of an offence under the Transport Operations (Road Use Management) Act, FNQROC reserves the right to recover any expenses incurred as a direct result of that accident.
- If, in the opinion of the Chief Executive Officer, an employee has not observed the conditions in this policy, the use may be suspended or modified without notice.
- The employee is responsible for keeping the vehicle in their control in a clean and tidy state.
- FNQROC will arrange professional car cleaning every six (6) months if required.
- The employee is responsible for dropping off and picking up the vehicle for servicing or maintenance which is performed either by the Council workshop or outside service providers.
- No smoking is allowed in any FNQROC, Council or rental vehicle.

General Conditions of use relating to FNQROC Vehicle

- For the purposes of private use only, the Chief Executive Officer may authorise use of the vehicle by a fully licensed member of the employee's family.
- The vehicle shall not be used for competition, in any form or car rally, or earning of alternate income.

The FNQROC vehicle must meet the following parameters:

- Maximum Value of \$~~55~~64,000
 - *Value = Purchase price including all selected accessories, less GST and government charges. Value will be adjusted annually according to CPI increase issued in March
- The vehicle ~~must-should~~ have:
 - a 5 star ANCAP safety rating.
 - ~~The vehicle must have~~ a Greenhouse Gas rating >5 (Green Vehicle Guide).
 - ~~The vehicle has~~ an authorised sales and service centre in the Cairns Regional Council Area.
 - Automatic transmission.
 - Cruise control
 - Window tinting
 - Tow bar
- ~~Bull bar~~

The public perception of the vehicle must reflect member councils core values.

Default Changeover Period of Vehicle

The FNQROC vehicle has a default replacement schedule of three years / 60,000km. However, the Manager Cairns Fleet (as the lease arranger) will determine optimum replacement plans on a case by case basis.

Originally approved:	28 October 2005
Amended adoption 2016:	8 August 2016
Amended adoption 2021:	8 February 2021
Amended adoption 2024:	
Next Review	2028

Policy No. 2

FNQROC Credit Cards

Intent

To clearly define the responsibilities of all employees involved in the use of FNQROC's Credit Cards.

Scope

FNQROC Credit Cards are available for use with the aim of improving the purchasing and payment processes for FNQROC in terms of cost, control, efficiency and effectiveness.

It is the intent of FNQROC to ensure it meets the *Local Government Act 2009* and associated regulations.

Usage

The credit card is to be used for purchasing goods and/or services for FNQROC business purposes only.

Limits

Purchases can be made using credit cards up to the transaction and monthly card limits, approved for the Cardholders position responsibilities and financial delegation.

Documentation

Tax receipts are required to support all transactions and are to be provided to FNQROC within two (2) working days.

Misuse Of Purchase Card

Misuse of the purchase card by the Cardholder will lead to withdrawal of the card, internal disciplinary action or criminal charges and/or reimbursement of costs by the Cardholder.

Misuse includes but is not limited to the following:

- Deliberate private use;
- Procurement of goods, services and materials that do not align with FNQROC operational requirements i.e. could tarnish the professional reputation of FNQROC or where it has been directed as not suitable or surplus to requirements by the Chief Executive Officer.
- Purchases that generally do not comply with Cairns Regional Council Policy relating to procurement, travel, entertainment, hospitality and workplace health and safety. If there is doubt, seek clarity from the FNQROC Chief Executive Officer.

Adopted by FNQROC: Meeting No.122 13 February 2017

Original Approval	13 February 2017
Amended Adoption	2 December 2021
<u>Amended Adoption</u>	
Next Review	2028



FNQROC POLICY NO. 4

Communication Strategy

Adopted: xxx/xxx/xxxx

Abstract

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Current situation / background

As ~~at 2024~~ ~~of August 2020~~, FNQROC ~~remains is~~ the largest and fastest growing region in Northern Australia. With ~~132~~ member councils, ~~145~~ technical committees and ~~56~~ FNQROC employees, the risk of miscommunication and non-communication is high. All FNQROC staff, elected members, technical committee representatives and senior council staff have a role to play to ensure information is current, accurate and shared.

Strategy objective

FNQROC's Charter states the object of the organisation is to:

- a) To support and advance the local interest of its members and their constituencies in a regional context.
- b) To formulate policies and strategies from which all member Councils may act collaboratively in determining complementary plans for the co-ordination of regional growth and management of change.
- c) To foster co-operation amongst members on issues of mutual concern or to further joint interests.
- d) To act as an advocate to State and Commonwealth Governments or public bodies on issues of concern to members.
- e) Address cross-boundary issues.
- f) Take forward the collective interest of Councils in the region and influence senior decision makers within government and agencies.
- g) Communication and information sharing.
- h) Facilitate regional economic development and co-operation of mutual benefit to member councils, communities and businesses.
- i) Strategies for doing more with less.
- j) Build effective partnerships with State and Federal agencies which make decisions that affect our region.
- k) Facilitate co-operation with community, business and academic organisations for the benefit of the region.
- l) Member Councils to work together to proactively promote sustainable growth so as to retain the region's natural assets and the cultural diversity of its people.

The objective of this strategy is to ensure FNQROC can effectively deliver its objectives for member councils by documenting the communication channels to ensure:

- That a communication methodology is documented for use by current and new staff (and elected members).
- Consistent two-way communication, which will minimise or mitigate any actions that may conflict with council's direction.

- Commitment is secured from relevant parties.
- That there is a clear 'request for information' process.
- Elected members and council staff have every possible opportunity to interact with the programs and projects undertaken by FNQROC for the benefit of councils and their communities.
- Both FNQROC and councils at any specific time are uniformly advised of positions and progression of projects and initiatives.

Target audience

The communication strategy aims to achieve effective communication transfer between:

1. FNQROC Staff
2. FNQROC Board (Mayors and CEOs)
3. Elected members
4. General Managers (or similar positions)
5. Technical Committee representatives, and
6. Other council personnel who have a member council operational responsibility which can be linked to programs or projects undertaken by FNQROC.

Communication strategy

Agendas

1. FNQROC will prepare and email agendas to the council-nominated attendee, two weeks but not later than one week prior to the meeting.
2. Agendas can also be sent to other individuals on request.
3. All agendas will be published to the FNQROC website.
4. Agendas can be forwarded to other key stakeholders for information or review.

Effect:

- All attendees will have emailed agendas to allow for review and internal council discussion prior to the meeting if needed.
- All target audience will have access via FNQROC website or by direct request to FNQROC staff.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
FNQROC Board Technical Committee representative	All others	'All others' may not know that the meeting is occurring to review the agenda	FNQROC Newsletter

Minutes of meetings (internal*)

1. Minutes of meetings will be sent to attendees no later than two weeks after a meeting has occurred. As a result of the meeting, any actions and responsibilities will be identified as a collective at the end of all minutes.
2. All technical committee minutes will be included in the FNQROC agenda
3. Minutes of meetings will be sent to individuals on request
4. Minutes of meetings (not deemed confidential) will be published to the FNQROC website

Effect:

- All attendees will have a copy of events from the meeting attended. Where appropriate, the attendee is responsible for communicating the direction of the technical committee to their line manager to minimise or mitigate any conflicts.
- Line Managers will be able to assess any issues or concerns and raise them with the technical committee representative, relevant FNQROC Coordinator or FNQROC Chief Executive Officer.
- FNQROC Board members will be able to raise any issues or concerns with the FNQROC Chief Executive Officer prior to or at the next FNQROC Board meeting.
- All target audience will have access to the minutes via FNQROC website or by direct request to FNQROC staff.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
FNQROC Board Technical Committee Rep Line Managers/GMs	All others	1. Communication may not occur with Line manager/GMS	1. FNQROC Newsletter 2. Presentation at EMT meeting
		2. 'All others 'may not be aware that a meeting has occurred	1. FNQROC Newsletter

*Internal - FNQROC initiated meetings

Minutes of meetings (external*)

1. Given the number of external meetings attended by FNQROC Staff and Elected members representing FNQROC, it is not expected that all minutes of external meetings will be included in the FNQROC agenda (note: not all external meetings have minutes recorded).
2. Any action identified for FNQROC which fits within an existing technical committee will be put before that technical committee for discussion and recommended action (within the FNQROC Operational Guidelines).
3. Any action identified as the responsibility of FNQROC that does not fit within an existing technical committee, will be put before the FNQROC board for discussion.

Effect:

- FNQROC Board members will be able to raise any issues or concerns with the FNQROC representative or FNQROC Chief Executive Officer prior to or at next FNQROC Board meeting.
- Actions identified for FNQROC will be delegated appropriately.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
FNQROC Board Technical Committee Rep	All others	Actions for FNQROC may not be delegated appropriately.	All actions identified for FNQROC to be addressed at FNQROC meeting under 'General Business'.

*External - meetings not convened by FNQROC

FNQROC technical committees

1. Representatives on technical committees are nominated by each council.

1.2. It is important the representative has the appropriate authority to act on behalf of the member council (this authority will be dependent on the technical committees objectives)

2.3. Representatives will have:

- a. Technical knowledge and expertise relevant to the committee,
- b. The ability to identify any potential conflicts with ~~the direction that~~ their council ~~is heading~~, and
- c. The responsibility of communicating relevant information to their Line Manager and any other staff with an interest in the program/project.

3.4. Elected members are encouraged to attend technical committees.

Effect:

- Many ~~of~~ FNQROC initiatives are derived from technical committee meetings. It is essential that line managers and other relevant staff are aware of the direction these groups are heading. Issues or concerns can then be communicated with the council's representative or with the FNQROC Coordinator or Chief Executive Officer.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
Technical Committee Reps Line Managers/GMS	Elected members and other personnel	1. Representative may not be aware of internal council direction	1. FNQROC Newsletter 2. Presentation at EMT meeting
		2. Representative may not communicate relevant information to line manager/GM	1. FNQROC Newsletter 2. Presentation at EMT meeting
		3. Elected member may not be aware the meeting is occurring.	1. FNQROC Newsletter

FNQROC Newsletters

1. On a bimonthly basis (after the FNQROC Board meeting), FNQROC will publish a newsletter which will provide a short update on:
 - a. The FNQROC Board meeting
 - b. each of the technical committees ~~by and~~ the FNQROC staff member responsible, and

- c. future meeting dates
2. The newsletter will be sent via email to:
 - a. Mayors
 - b. CEOs
 - c. General Managers
 - d. Elected members, and
 - e. Individuals subscribed to receive the newsletter
 3. The newsletter will be published to the FNQROC website

Effect:

- All recipients will have access on a regular basis to a summary of FNQROC activities. If read only once a year, some understanding can be gained of the programs or projects being undertaken.
- The Newsletter is accessible if the email is lost, or can be accessed at the reader's convenience.
- Elected members will be able to identify interest areas and attend technical committees on an 'as desired' basis.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
Elected Members General Managers	All others	1. Elected members are inundated with emails and it is likely that newsletters will not be read.	1. FNQROC Chief Executive Officer or Coordinators available via phone or email to answer questions. 2. FNQROC Executive Officer attends council meeting on request. 3. After each council election, an overview of FNQROC and its programs and activities is undertaken.
		1. General Managers are inundated with emails and it is likely that newsletters will not be read.	1. FNQROC Chief Executive Officer or Coordinators available via phone or email to answer question. 2. Presentation at EMT meeting on request.

Executive Management Team (EMT) meetings

1. On request, the FNQROC Chief Executive Officer or relevant Coordinator will give a short presentation and update to councils EMT meetings.

Effect:

- This will allow collective consideration and discussion between the EMT and Executive Officer of FNQROC.
- Issues, concerns and risks can be raised for consideration.

- Mitigate any miscommunication.
- Maintain existing relationships or assist in building new relationships.

Council meetings / workshops

1. The FNQROC Chief Executive Officer and or relevant Coordinator will attend council meetings or workshops on request.

Effect:

- Allows elected members to discuss or raise any issues or concerns with the programs or direction of FNQROC.
- Allows elected members to put a 'face' to the name of ~~FNQROC Staff~~ ~~the Chief Executive Officer and coordinators~~.
- Allows relationships to build which in turn enables the FNQROC Chief Executive Officer to understand the dynamics within the region.

FNQROC website - www.fnqroc.qld.gov.au

1. The FNQROC website will publish:
 - a. All meeting agendas
 - b. All meeting minutes (with the exception of confidential minutes)
 - c. FNQROC staff contact details (phone, mobile, email)
 - d. Newsletters
 - e. FNQROC developed and adopted resources (Guidelines, Codes, Strategies, Manuals etc)
2. The FNQROC website will contain a private portal (on request) for technical committee documentation which can only be accessed by council staff.

Effect:

- Information is available and accessible 24 hours a day for all target audience

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
All		Lack of knowledge that this information is available on a website or that FNQROC has a website.	1. All documentation and business cards to have FNQROC web address. 2. FNQROC newsletter to remind readers of website and contents.

FNQROC - requests for information

1. For matters concerning the board:
 - a. The request will be sent to either the Mayor (with the CEO copied), or the CEO depending on the nature of the request.
 - b. Where a response has not been received, a reminder will be sent.
 - c. Where a response has not been received on a reminder, the Chief Executive Officer will progress based on the information received and assumed support for the direction.
2. For matters not directly concerning the board:
 - a. In the first instance, requests for information will be directed at the Technical Committee representative. This representative will be responsible for locating the source of information (person and or data).
 - b. If there is no current technical committee, the request will be sent to the relevant General Manager (or similar) for delegation as they see fit.
 - c. Where a response has not been received, a reminder will be sent.
 - d. Where a response has not been received on a reminder, one of the following will occur:
 - i. The request for information will be escalated to General Manager / CEO. This is not the preferred option however, if escalation does occur, it means FNQROC activities cannot progress without this information and assistance is required. Escalation by the FNQROC Chief Executive Officer will be followed up with a phone call to advise on the issue; OR
 - ii. Progression will continue based on the information received with assumed support for the direction
3. Face-to-Face meetings:
 - a. The FNQROC Chief Executive Officer or FNQROC Coordinators may request a meeting with member council staff. The timing of the meeting is to be mutually agreed.

Effect:

- It is understandable that emails and deadlines pass due dates for various reasons, a reminder with the understanding of a 'nil' response allows FNQROC to continue its efforts for member councils.
- Programs/projects can progress in a timely manner with little disruption to other member councils.

Member councils - request for information

1. Member councils can request information from FNQROC staff at any time via phone or email.
 - a. FNQROC staff will respond to requests within 24 business hours unless 'out of office' identifies otherwise.
2. Member councils can request a face-to-face meeting with the FNQROC Chief Executive Officer or FNQROC Coordinator.
 - a. The timing of a face-to-face meeting needs to be mutually agreed and
 - b. If it is deemed appropriate, the relevant FNQROC Coordinator will attend with or in lieu of the Chief Executive Officer.

<u>Primary Target Audience</u>	<u>Secondary Target Audience</u>	<u>Risk</u>	<u>Mitigation</u>
All		1. FNQROC Staff may be away from the office for an extended period of time.	1. Voice mail message will advise callers of an alternative contact number. 2. 'Out of Office' assistant will be used to notify senders that the officer will not have access to emails for an extended period of time and provide an alternative email address or contact telephone number.

Dispute resolution

Between a member Council and FNQROC and between member Councils:

- a. The parties agree to attempt in good faith to resolve any dispute through negotiation.
- b. If the parties fail to resolve the dispute, one or both parties may request the FNQROC Chief Executive Officer to convene a meeting of the relevant officers and or Technical Committee to discuss and resolve the dispute.

Should the negotiations with the Technical Committee or Chief Executive Officer fail to resolve the dispute, the matter shall be referred to the FNQROC Board and the Board's decision shall be final.

DOCUMENT ACCEPTANCE

Adopted at Meeting No. xx ON xxx 2024.

FNQROC Policy No. 5

Sustainability

Purpose of the policy

Through this policy, FNQROC aims to:

- Demonstrate leadership in sustainable development in the Local Government sector.
- Support member councils to manage risk in a carbon economy.
- Work towards a sustainable future with other regions, local governments, communities and industry partners.
- Support the development of environmentally sustainable and responsible facilities that will foster sustainability values and principles.
- Support member councils in complying with relevant environmental sustainability legislation, standards, and agreements.

Scope

This policy will be implemented with the help and support of the FNQROC and individual Local Governments to meet the objectives of this policy.

Policy principles

The following principles underpin the FNQROC Sustainability Policy:

- Integrate long and short-term economic, environmental, social and cultural considerations.
- Provide for equity within and between generations.
- Identify alternative and sustainable courses of action to minimise environmental impacts.
- Utilise the regions education, knowledge and research in sustainability development to build best practice in sustainability amongst local governments.
- Work collaboratively with internal and external partners to enhance our reputation as a sustainable region.
- Commit to continuous improvement of environmental performance in the region.
- Recognise dimensions beyond our borders while concentrating on issues we can influence.

Originally approved:	8 August 2011
Amended adoption 2021:	8 February 2021
<u>Amended adoption:</u>	
Next Review:	<u>2028</u>

FNQROC Policy No. 8

FNQROC Advocacy

Resolved 11 August 2020:

“The FNQROC Board will actively advocate regional priorities with the support of substantiated data which will be acknowledged by State and Federal Governments, in the interests of and the endorsement of member Councils.

For issues raised at or by the FNQROC Board the five considerations are addressed (what is the issue, why is it important, what change can be made to resolve the issue, what outcome are we looking for, and who should take the lead?) and if deemed necessary, the appropriate level of advocacy is decided and acted on.”

Background:

There are many issues important to member councils and their communities; it is impossible for FNQROC to deal with them all. A process needs to be implemented to ensure members are briefed on the issue/opportunity prior to discussion at regional meetings.

To aid in this discussion the following information is required by the submitter prior to the FNQROC Board meeting occurring.

Considerations:

The considerations should include:

1. What is the issue to be addressed?
2. Why is it regionally important? (What is the impact on council/s or their communities?)
3. What needs to be done to resolve the issue/opportunity?
4. What outcome are we looking for?
5. Who should take the lead?

Potential Advocacy response options:

- Further investigation through:
 - Chief Executive Officer
 - advisory committee
 - existing FNQROC records
 - Consultancy

- Correspondence from FNQROC.
- Media release from FNQROC.
- Requested meeting with FNQROC Board in Cairns.
- Requested meeting with FNQROC Board representatives at an alternative location.
- FNQROC support to other regional organisations, i.e. correspondence, media release, delegations.

<u>Originally approved:</u>	<u>11 August 2020</u>
<u>Amended adoption:</u>	
<u>Next Review:</u>	<u>2028</u>

Policy No. 9

FNQROC Letters of Support

Intent

To clearly define the context in which a Letter of Support is provided by FNQROC without seeking support from individual member councils.

Scope

This policy will be implemented when Letters of Support are requested from FNQROC and after consideration by the Chair and/or Executive Officer are deemed to align with the regional priorities and/or direction of FNQROC.

It is agreed that when strategic alignment is met Letters of Support can be granted without seeking support from each member council.

Policy Principles

Context	Process
FNQROC Endorsed Strategies	Letter of Support Given
FNQ RRTG Priorities	Letter of Support Given
Regional Strategies/Priorities endorsed/supported by FNQROC	Letter of Support Given
Regional Strategies not presented for endorsement by FNQROC but developed by State/Federal agencies or Peak Regional Organisations (i.e. FNQ2031 or Regional Investment Strategy, etc)	Letter of Support Given unless the Board or councils in the area has expressed they do not support the Regional Strategy
Concepts/Projects presented to FNQROC and supported	Letter of Support Given
All Other	Seek approval from member councils via email giving three (3) working days to respond

Original Approval Date	08 February 2016
Current Adopted Date	02 December 2021
<u>Amended Adoption Date</u>	
Next Revision Due Date	202 8 5
Next Adopted Date	

Policy No. 10

Training

Intent

Through this policy, FNQROC aims to provide relevant training within the region to:

- Ensure technical knowledge in the region remains current
- Increase learning opportunities
- Reduce travel and accommodation costs for councils
- Ensure training costs are not worn by FNQROC from non-attendance

To ensure as many people as possible can attend within the constraints of council training budgets, training costs will be on a cost neutral basis.

Scope

This policy will be implemented through the completion of the FNQROC training registration form.

Policy Process

The following process underpins the FNQROC Training Policy:

1. When interest in a training session is identified, FNQROC will seek expressions of interest from member councils in attending this session.
2. If there is broad interest, FNQROC will seek a proposed date and costs (and funding if available) from the training provider.
3. FNQROC will then advertise the training, date and cost per participant.
4. Registration will be via FNQROC Training Form being submitted to FNQROC.
5. Upon registration an invoice will be issued. Once the invoice has been issued, no refund is available to the council.
6. Council can substitute the registered attendee with another staff member.

Original Approval Date	18 April 2016
Current Adopted Date	5 August 2021
<u>Amended Adopted Date</u>	
Next Revision Due Date	202 8 ⁵
<u>Next Adopted Date</u>	

TRAINING COURSE REGISTRATION FORM

TITLE OF COURSE:	(FNQROC to complete)
DATE OF COURSE:	(FNQROC to complete)
LOCATION OF COURSE:	(FNQROC to complete)
Cost per Participant:	(FNQROC to complete) (add note if an agency has part or fully funded training)

Upon registration an invoice will be issued. Once the invoice has been issued, no refund is available to the council. Council can substitute the registered attendee with another staff member.

NAME OF COUNCIL / ORGANISATION:	
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Name of Participant:		
Position:		
Contact telephone number:	<i>(work)</i>	<i>(Mobile)</i>
Email address:		

Name of Participant:		
Position:		
Contact telephone number:	<i>(work)</i>	<i>(Mobile)</i>
Email address:		

Name of Participant:		
Position:		
Contact telephone number:	<i>(work)</i>	<i>(Mobile)</i>
Email address:		

Policy No. 11

Financial Delegations Policy

Purpose of the policy

The purpose of this policy is to prescribe the authority delegated by the FNQROC board to individual parties.

Scope

Financial Delegations

1 Business Credit Card Authority

Use of the credit card will be in line with accepted local government policies.

Name	Transaction Limit	Monthly Limit
Chief Executive Officer	\$25,000	\$25,000
Regional Natural Asset Coordinator	\$2,000	\$2,000
Regional Infrastructure Coordinator	\$1,000	\$1,000
Regional Procurement Coordinator	\$1,000	\$1,000
<u>Regional Climate Resilience Coordinator</u>	<u>\$1,000</u>	<u>\$1,000</u>
<u>Regional Waste Management Plan Coordinator</u>	<u>\$1,000</u>	<u>\$1,000</u>
Executive Support Officer	\$2,000	\$2,000

2 Purchase Authorisation

a. For purchases which do not form part of the adopted FNQROC operational budget:

Delegation Level	Expenditure Level
FNQROC Resolution	\$50,001 -\$150,000 plus

FNQRRTG	Up to \$150,000
Chief Executive Officer	\$50,000

b. For tenders/requests for quotes:

Expenditure Level	Delegation Level
Greater than \$100,000	<p>a. If the specification has been developed with an advisory <u>technical</u> committee, a report is to be provided to the FNQROC Board with the evaluation details and preferred supplier for adoption. Specifications of the contract to be made available on request.</p> <p>b. If the specification has been developed 'in house' a report to FNQROC to endorse the specification and a report to FNQROC with the evaluation details and preferred supplier for adoption.</p>
\$50,000 to \$100,000 of reserve funding	<p>a. If the specification has been developed with an advisory <u>technical</u> committee only the final draft <u>document</u> be reported to FNQROC for adoption.</p> <p>b. If the specification has been developed 'in house', the specification be endorsed by FNQROC and the final draft <u>document</u> be reported to FNQROC for adoption.</p>
Under \$50,000 of reserve funding	Only the final draft <u>document</u> be reported to FNQROC for adoption.

Electronic Funds Transfer (EFT) from FNQROC Bank Accounts. Two (2) signatures are required to authorise an EFT payment from the FNQROC Bank Accounts 102219687 and 336057609 (~~ANZ Cheque Account No. 102219687~~) from either:

- FNQROC Chief Executive Officer
- FNQROC Board Chair
- CEO of Council of elected Board Chair
- CEO Cairns Regional Council
- Or as per motion at FNQROC Board meeting

FNQROC Staff Contracts

FNQROC Chief Executive Officer has the authority to action employment contracts in line with the adopted FNQROC operational plan and periodically extend employment contracts for a period of no longer than 2 years and 6 months.

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

Original Adopted Date	20 June 2016
Amended Adopted Date	18 June 2018
Amended Date	7 October 2021
<u>Amended adoption Date:</u>	
Next Review Date	October 2023 <u>2028</u>

FNQROC Policy No. 12**Financial Support for External Parties****Background:**

As a general rule, FNQROC is not nor does it want to be, a funding body. It is however recognised that FNQROC member Mayors may be involved in advocacy activities related to the FNQROC Strategic Goals and may seek some financial support. This policy is designed to put some parameters around consideration of such requests.

Scope:

This policy should be implemented should a member Council be seeking financial support from FNQROC for an external party. The Mayor is to submit a summary report to be tabled at the next FNQROC Board Meeting addressing each of the following considerations:

1. Background information including how the request aligns with the FNQROC Strategic Goals
2. What are the issue to be addressed?
3. Term of the support
4. Regional outcomes of support
5. Concerns around any support
6. Key Performance Indicators

A summary completion report addressing the key performance indicators is to be presented at the next available FNQROC Board meeting.

Original Approval Date	09 October 2017
Next Revision Due Date <u>Amended Adoption Date:</u>	2021
Next Adopted Date	<u>2028</u>

(NEW) FNQROC Policy No. 27**Party Shirt Fridays****Background:**

FNQROC staff are expected to comply with a simple dress code of practical clothing suited to the daily work task. This includes office wear for desk-bound days and field clothes with additional PPE as required for site visits. It is however recognised that the working week can be at times mentally and emotionally taxing and to lift the mood prior to reaching the weekend staff may elect to celebrate a casual, weekend vibe through the wearing of party shirts. This policy is designed to provide some guidance as to what constitutes a party shirt, and how the policy applies to the Friday workplace.

Scope:

This policy should be applied on Fridays of the working week only. The exception being that when the Friday of the working week is a public holiday or RDO, for the purpose of this policy, Thursday effectively becomes a Friday. As a general rule 'party shirt' is a generic term and may be applied to other items of office appropriate attire including, skirts, dresses, blouses, jewellery, and accessories. Bathers, board shorts or thongs (including double pluggers) are not considered office appropriate attire.

Party shirt Friday prints and designs may feature:

1. Tropical prints featuring foliage, animals, landscapes or seascapes
2. Animal prints, particularly prints featuring primary colours
3. Rainforest, reef or savannah themed prints in fitting with the FNQROC region
4. Prints featuring weekend or leisure activities
5. Prints featuring party or celebratory activities, pursuits or items and motifs of a legal nature

Whilst the policy is an 'opt in' it is an expectation of management that members of staff or Board gathering on a Friday will at least consider a mild modification of their wardrobe to accommodate the policy.

Original Approval Date	
Amended Adoption Date:	
Next Adopted Date	2028

Proposed 2025 Meeting Dates and locations

In line with the first Thursday every second month it is proposed the following dates be our 2025 meeting dates. For discussion is the location. For assistance, I have listed all the external meetings since 2013 and have highlighted those council areas where we have not met or met only once.

Date	Location
6 th February 2025	Cairns – Could be Canberra
3 rd April 2025	
5 th June 2025	
7 th August 2025	
2 nd October 2025	
4 th December 2025	

Date	Host	Council area		
Monday, 11 February 2013	Atherton	Tablelands	Cassowary	4
Monday, 12 August 2013	Cooktown	Cook	Cook	3
Monday, 10 February 2014	Innisfail	Cassowary	Croydon	2
Monday, 11 August 2014	Atherton	Tablelands	Douglas	2
Monday, 13 October 2014	Croydon	Croydon	Etheridge	1
Monday, 13 April 2015	Ingham	Hinchinbrook	Hinchinbrook	2
Monday, 10 August 2015	Douglas	Douglas	Hope Vale	1
Monday, 8 February 2016	Mareeba	Mareeba	Mareeba	1
Monday, 8 August 2016	Cooktown	Cook	Tablelands	2
Monday, 12 December 2016	Mission Beach	Cassowary	Wujal Wujal	0
Monday, 7 August 2017	Yarrabah	Yarrabah	Yarrabah	1
Monday, 9 April 2018	Ingham	Hinchinbrook		
Monday, 8 October 2018	Normanton	Carpentaria		
Monday, 17 June 2019	Cooktown	Cook		
Tuesday, 11 August 2020	Brisbane	-		
Monday, 12 April 2021	Port Douglas	Douglas		
Monday, 14 June 2021	Croydon	Croydon		
Wednesday, 3 August 2022	Canberra	-		
Thursday, 6 October 2022	Cobbold Gorge	Etheridge		
Thursday, 6 April 2023	Mission Beach	Cassowary		
Tuesday, 1 August 2023	Canberra	-		
Thursday, 5 October 2023	Hope Vale	Hope Vale		
Thursday, 6 June 2024	Mission Beach	Cassowary		

Discussion Topic No. 31 – Review of FNQ Region Plan expectations and Cape York Regional Plan progress

Background

With the current FNQ Regional Plan causing more issues than it was solving, the FNQROC board started advocating for a new statutory Regional Plan.

Attachment A is the review of the FNQ Regional Plans (FNQ2031, Gulf Developmental Plan and Cape York Regional Plan). At the time, the Board reviewed the pro's and con's for their local government area and the region as a whole. As a result:

- a. It was determined that Etheridge Shire Council and Cook Shire Council from Cooktown south should be within the FNQ Regional Plan, and
- b. That we also advocate for a new Cape York Regional Plan.

Through this process the FNQROC Planning Technical Committee developed an expectations document which was adopted by the FNQROC Board 3 August 2022 (Attachment B).

There was some strong debate with the State over the boundaries. They didn't want to split a council area and at one stage wanted one statutory regional plan to cover both the FNQROC and TCICA areas. The result was favourable to FNQROCs advocacy with the boundaries we desired and the Cape York Regional Plan being developed approximately 6 months behind the FNQ Regional Plan.

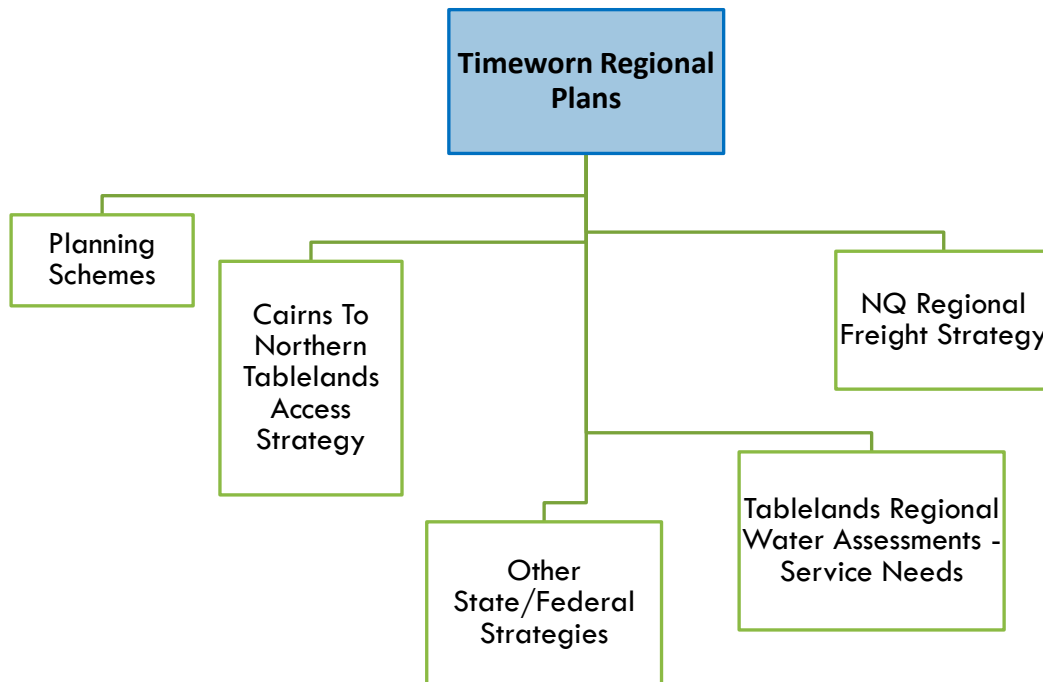
We included TCICA in our Planning Meetings to hopefully provide some knowledge and support for the process they will go through.

With local government elections occurring in March 2024, and State elections in October 2024 it is timely to review the agreed stance of FNQROC in the development of the FNQ Regional Plan which is yet to be released.

Discussion

For discussion and readoption or amendment and adoption is the Regional Plan expectations (endorsed 3 August 2022).

Appendix A – Review of FNQROC Regional Plans



Our Plans are old

	Gulf Regional Plan (2000) (non Statutory)	FNQ Regional Plan (2009)	Cape York Regional Plan (2014)
Age	22years – 2 years past their vision date of 2020	13years	8 years
Premier	Peter Beattie	Anna Bligh	Campbell Newman
Planning Act (Current: <i>Planning Act 2016</i>)	<i>Integrated Planning Act (1997)</i>	<i>Integrated Planning Act (1997)</i>	<i>Sustainable Planning Act (2009)</i>
State Strategic Direction (Current: <i>Advance Queensland</i>)	Nil referenced	Towards Q2: <i>Tomorrows Queensland</i>	<i>Queensland Plan</i>
No. of Acts/strategies/plans which are current?	0	1 – FNQROC Development Manual	<i>Regional Planning Interests Act 2014</i>
			<i>Land use based on 1995 study – Cape York Peninsula Land Use Strategy (CYPLUS)</i>
Plan Review Date	None provided	Major review due 2019	None provided

Gulf Regional Development Plan – non statutory – 2000.

Initiated in December 1997 with the formation of a Regional Planning Advisory Committee to oversee preparation. The Department of communication and Information, Local Government, Planning and Sport (DCILGPS) and Gulf Savannah Development (GSD) provided project management for the regional planning project.

Covers Carpentaria, Doomadgee, Burke, Mornington, Croydon, Kowanyama and Etheridge.

Not a land use plan – more an integrated regional plan. Lots of actions, no accountability and no monitoring.

Cape York Regional Plan 2014

Covers Aurukun, Cook, Hope Vale, Kowanyama, Lockhart River, Mapoon, Napranum, Northern Peninsula Area, Pompuraaw, Wujal Wujal and Weipa Town authority.

Is predominately a land use plan does not include economic growth and support by the State as evidenced by “While the Queensland Government considers land use Planning to primary be the responsibility of local government, the state has an interest in ensuring that broader regional outcomes are achieved through the application of state policy in local planning”

No implementation actions and no inclusion of monitoring or review of the plan.

FNQ2031 2009

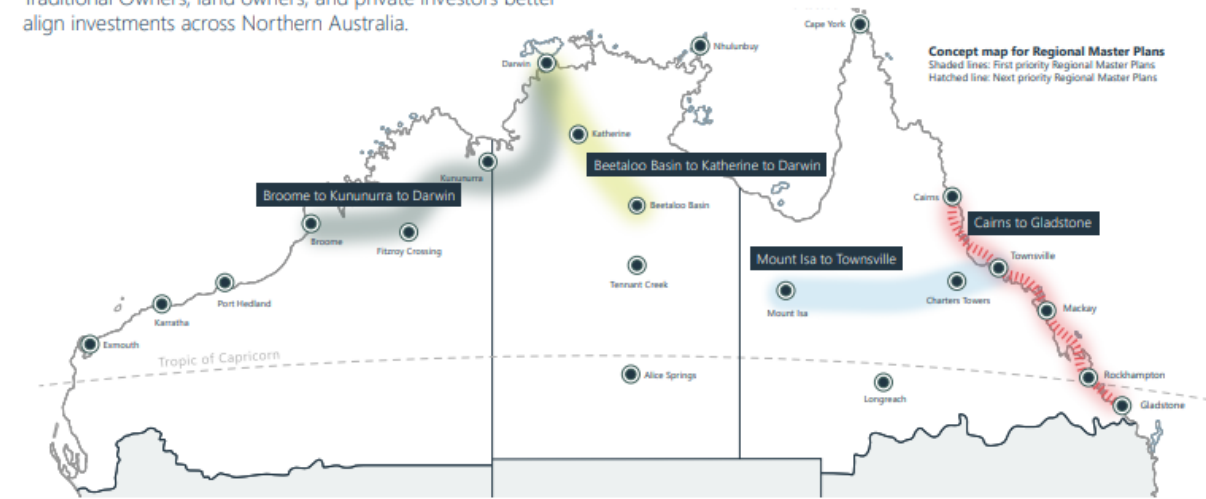
“The regional plan will be the dominant planning document for the region. State and local government plans, strategies and policies must be consistent with the region plan.” Page 12

Old

Missing out on

Our North, Our future: 2021-2016 Master Planning in our region. These Federal (with State Support) Master Plans are designed to accelerate Regions of Growth and grow the Northern Australian Economy. We are not on the list yet as there is no Strategic Direction for this region.

Master Plans will help governments, decision-makers, Traditional Owners, land owners, and private investors better align investments across Northern Australia.



Not captured in the plans

- Need to identify our expanding industries (not currently identified in the region plans)
- Connectivity and Infrastructure, Human Capital and skills, Regional employment and business, Leadership and collaboration, amenity and liveability, sustainable natural resources, energy and minerals, water infrastructure, Food and fibre, Supply Chains, Community amenities, Tourism.
- Growing cotton industry in Etheridge and Tablelands – nomination of Mt Surprise for a cotton gin
- Significant Agricultural growth in Dimbulah and Etheridge
- Supporting and enabling Opportunities for the Dairy industry on the tablelands (supporting investment i.e. Bega)
- Density, agri and aquaculture growth in Cassowary Coast

- Biofuture opportunities
- Disaster resilience
- Traditional knowledge (enterprise, tourism, art and job create through the sustainable activation of the Indigenous Estate), Resources (iron ore, other minerals, abundant sun ad solar etc), Trade and location (geo-strategic location vital for defence, strategic asia pacific relationships and proximity to trade partners,, Water, Tourism (two world heritage area's, outback and geotrails),
- Where is our plan for future opportunities for agricultural expansion? We've protected it but haven't supported the expansion.
- Where are our opportunities for future economic prosperity?
- Our plan doesn't articulate the vision for economic growth or identify future economic opportunities
- Our plan doesn't inform major planning and funding documents developed by all levels of government. They inhibit state and federal strategies it i.e. Cairns to Northern Tablelands Access Study, 'Our North, Our Future' Masterplanning.

Holding us back

- We only have 3 land uses
 - Regional Landscape and rural production area (GQUAL, mineral and extractive resources and native and plantation forests, water catchment and groundwater areas, ecological significance, WTMA protected areas, wetlands, beaches, outdoor recreation and regional open space and inter-urban breaks) meaning no urban development, residential associated with tourist accommodation, expansion of rural residential)
 - Urban footprint (inclusive of industry)
 - Rural Living area -
- Agricultural lands are restricted to a minimum of 60 hectares (not found elsewhere)
- The existing plan has protected the regional landscape and rural production values but does not support the effective use of these areas to enable economic growth i.e. existing agricultural water entitlements are fully allocated. We need water storage to expand agriculture.
- 220,687 population in 2006 as at 2020 the population was 262,871 in the RP area
- Future urban growth which was identified and protected is now exhausted. This is impacting on availability and affordability.
- Some councils want to 'go up' to increase density and responsible use of assets but they can't because of the plan. (Check this)
- P13 – providing future growth opportunities on the Tablelands (TLPI goes against this). These measures will also provide good outcomes when considering the effects of climate change and sea level rise.
- P23 – the plan identifies that Mossman contains a large supply of broad hectare land but it is constrained due to infrastructure constraints (i.e. water?) No mention of bioindustries which is occurring now.
- There is no clear determined strategic direction for economic growth and diversification with words such as diversify regional economy using competitive advances and specialisations – economic development minimises the regions contribution to the causes of climate change, adequate supply of land for commercial and industry. The aligned strategies include

opportunities for economic development are investigated and provided, economic data is regularly updated. The only clear indication is in the explanatory notes where it talks to growing FNQ's aviation and marine services sector. In all other areas it only talks to securing land. Potential transport hubs in Mareeba and Mourilyan are glanced over.

- There are no big bold plans merely the development of employment nodes.
- Contents of the plan is not modern – The plan talks to housing choice and affordability but the land use policies and aligned strategies are non-prescriptive and do little other than to say” provide an appropriate range and mix of dwelling types” and “land use planning assessments for state land consider the potential for land allocations to deliver housing options and affordability outcomes that address gaps in community need” The aligned strategy is that urban land monitoring program monitors housing choice and affordability” and “affordable and universal housing design initiatives are supported and encouraged”
- The State has named Cairns and FNQ as centres of enterprise for regional aviation, tropical expertise and marine – we are more than this – much more.
- There is nothing about strategies to take advantage of our position in relation to the asia/pacific region. There talk of us being a food bowl but no strategies to enable this. We have the potential to be another Merced Country where it focus on moving away from lower value broad-acre agricultural production toward high-value crops and fully utilising their agricultural lands. They now have the worlds largest family owned wine producer, the worlds largest poultry plan, one of the largest food. processing companies, a significant cluster of dairy producers producing mild, cheese, powdered mils and condensed milk and a significant cluster of almond, walnut and pistachio processing firms. These products are not our answers but we have the same potential and this is not recognised in the plan. There is talk of this but no strategies to enable it.
- The plan restricts any tourist attractions in regional landscapes which includes tourist accommodation.

It's stifling growth

- Page 11 of FNQ2031 “The regionals plan’s approach is based on managing rather than responding to growth”. This is woven through the plan.
- FNQ2031 is out of step with the ethos of the current Planning Act.
- All planning applications and planning schemes need to reflect the contents of the FNQ Regional Plan. Councils are hamstrung in reviewing their Planning Schemes.
- FNQ2031 has 178 land use policies, NQ has 79 Regional policies

Much of the plan and LG responsibilities have been implemented. Such as:

- P22 identifies that much of the broad hectare land is located at Palm Cove, Trinity Beach, Smithfield, Redlynch, White Rock and Edmonton. **There is little to no land now available at Palm Cove, Trinity Beach and Smithfield.**
- P24 – Mareeba – additional areas are being investigated for potential future expansion of the Mareeba airport and associated industries – this has been done and implemented – no mention of the burgeoning transport hub which has developed in their industrial area. No mention of high value agricultural expansion. Dimbulah is also a significant agricultural precinct now which is not recognised in the plan.
- Renewable energy targets in the plan have been met and exceeded.

It hasn't happened yet

- Yarrabah mentions the accommodation growth along the oombunghi Road Corridor which is consistent with the desired coastal outcome of the Wet Tropical Coast Regional Coastal

Management Plan (EPA, 2003) – there is no electronic/online copy of this plan. The plan identifies the population of Yarrabah in 2031 as 3001 as at 2020 it was 2933. Housing availability and infrastructure has not improved in this time as envisaged in the plan.

- P68 – Little has changed or progressed in terms of Strengthening Indigenous Communities section of the plan.
- P69 – Indigenous objective “Regional planning processes recognise and facilitate the need to increase indigenous economic and housing opportunities”
- The plan methodology is based on a normal city arrangement – not a linear city and one which provides health and education services to the greater region inclusive of the Gulf, Cape and Papua.
- This can be evidenced by the public and active transport usage goals and statistics.
- Public transport – the target was for 10% of all Cairns southern corridor trips by public transport by 2016 and 20% peak hour trips by 2036. Something is wrong/not working when the statistics show on census day 2011 was 21 people out of the 2941 employed persons in that area and on census day 2016 it was 11 people out of 3065 employed persons in that area.
- Cycled to work 2011 – 18 and 2016 – 12, Walked to work 2011 - 159 and 2016 – 156
- Drove to work 2011 – 1954 and 2016 – 2019
- The same old argument occurs – those areas that most need public transport are where housing is the cheapest i.e. new growth areas but public transport lags. Also with growth in the southern corridor of Cairns predominately younger families – the university is on the Northern side of Cairns resulting in significant time spent on public transport to reach the destination circa 2 hours.
- “it is intended that key infrastructure will proactively support the preferred development pattern rather than react to demand” Somehow the plan has not worked – everything we are doing is still reacting to demand i.e. water, roads, housing affordability and availability.
- Water - Does mention the Qld government strategic priorities for water in the region are to “increase the supply of water to accommodate growth in the region” and “review institutional arrangements to ensure efficient, sustainable and equitable coordinated regional water planning and the delivery of bulk water supply and treatment services.”

Current Regional Plans guide growth and support jobs

- Current regional plans are about how land use and infrastructure can best support economic growth and population change in the region. This is achieved through strategies that strengthen, enable and identify opportunities
- NQ Regional Plan focuses on five catalytic projects which focus on renewable hydrogen, defence, agribusiness, advanced manufacturing and tourism opportunities
 - Expanding health and knowledge industries
 - Potential for future rapid transport link
 - Better addressing the resilience of the regional economy to climate change
 - Expanded land-based aquaculture to supply domestic and international markets
 - Defence industries and future economic opportunities linked with the Australian-Singapore Military Training Initiative
 - Development of agriculture-based energy production, secondary cropping for bioenergy and biopharmaceutical opportunities
 - Greater opportunities for tourism development

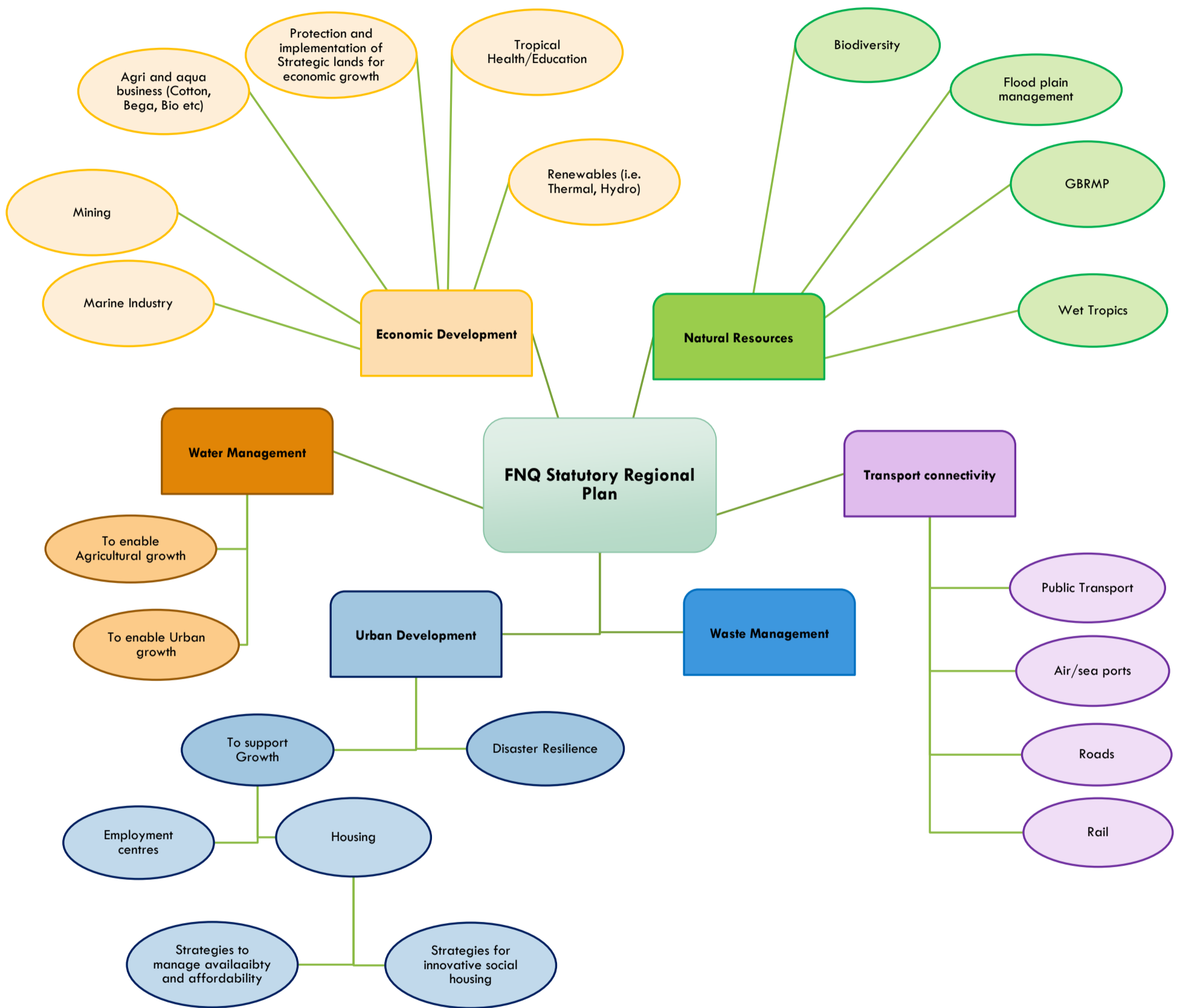
- Nominating opportunities for new renewable energy developments along key corridors and in proximity to major energy users
- NQ Regional Plan - Rural/agricultural lands - Can do a reconfigure of lot (ROL) or material change of use (MCU) so long as it does not result in loss to overall agricultural productivity
- FNQ2031 Can't do ROL if lot size goes below 60 hectares.

No accountability for delivery of actions

- New regional plans have a list of actions and responsibilities (State and LG) which are monitored for delivery annually. The FNQ2031 does not.
- The State Government is committed to the success of the SEQ and NQ Plan and are committed to delivering on the actions identified.
- Townsville City Deal (page 118)– NQ Regional Plan has been delivered to compliment the current commitments and future opportunities of the Townsville City Deal and help extend the economic benefits to the broader region. AS well as the North Queensland Stadium, the Townsville City Deal is addressing issues such as water security and supply, public transport solutions and setting Townsville up to be a global leader in tropical research and innovation.
- The Cairns 2050 Shared Vision
https://www.cairns.qld.gov.au/_data/assets/pdf_file/0007/274759/CAIRNS_2050low.pdf
 f Sets similar aspirations, but lacks the funding and commitment to deliver on the opportunities.

No community input

- Community wasn't involved in the development of the RP
- Doesn't take into consideration all the community consultation undertaken by councils in 2010/2011 for LG community plans



Appendix B – Regional Plan Expectations – Resolved 3 August 2022

Summary of Regional Plan Expectations

There is a tome which could be written on the expectations of a new FNQ Regional Plan. In fact, we've started that tome which only further engagement with the community and industry will enable it to be holistic.

As a short summary, our overarching expectations are:

1. **It needs to be an integrated regional plan.** Unsurprisingly everything is inter-related i.e. water is related to urban and agricultural growth and vis versa, energy is related to urban, industry and agricultural growth and vis versa, Climate resilience impacts everything in our region. Housing impacts education, health, justice, employment.
2. **It enables our economy to grow and strengthens existing industries.** It needs to expand local manufacturing, world leading tourism; agricultural industries; research and best practice collaboration and cross industry partnerships. It must also enable us to capitalises on future economic trends i.e. carbon neutral processes and industries, regional population growth post COVID..
3. **It supports our region to be 'liveable'** i.e., those services expected by those living in SEQ can be found in region.
4. **It incorporates indigenous perspectives of county** into the plan.
5. **There is meaningful engagement** – based on the IAP2 Spectrum of Public Participation, with the community who live here and industries who contribute to our GRP.
6. **The plan is as big as it needs to be** to fulfill its role as an integrated regional plan with a clear partnership-based action plan.
7. **It has a clear partnership-based action plan** which is actively monitored and reported upon half-yearly by all levels of government and has budget commitments in the State budget forward estimates.
8. **There needs to be clear indicators** to monitor the impact of the FNQ Regional Plan (built in not bolted on).
9. **The plan needs to be directly relevant to our current and emerging needs** not those of other regions adapted to Cairns i.e:
 - a. Hazard profile
 - b. Decentralised regional population
 - c. Gateway to South Pacific
 - d. Marine Opportunities
10. **It includes the local government** areas of Cairns, Cassowary, Cook, Douglas, Etheridge, Hope Vale, Mareeba, Tablelands, Wujal Wujal and Yarrabah.

The Regional Plan needs to include (but is not limited to):

- **Starting with Country** – incorporating indigenous perspectives of country into the Regional Plan.
 - How can the Regional Plan embed Country, community and culture?
 - Songlines: how do we incorporate or acknowledge the routes through the landscape and the landmarks that relate to events?
 - Caring for Country - Given Aboriginal communities' long history of land management, learning from caring for Country principles can enhance environmental values and contribute to sustainable practices.
 - Meaningful engagement
 - Culturally responsive infrastructure and social infrastructure
 - How can the Regional Plan prioritise Country, including the environment, natural ecosystems, topography, fauna and spiritual connection?
- **Consultation**
 - Real Industry and community input into development of the plan
- The **principles right up front**, then the regional plan becomes a checklist that leads to much better focused work, better directed work, cross-industry / cross agency work that breaks down silos.
- If the **Cairns airport** reaches capacity, what do Mundoo + Mareeba airports need in order to accommodate some of this traffic.
- If the **Cairns seaport** reaches capacity, what do the ports at Cooktown, Mourilyan, Weipa need in order to accommodate some of this traffic.
- How does the Regional Plan relate to the opportunities that arise from the Olympics?
- **Transport linkages** are an important focus
 - **Transport** - how will workers get between Cairns / Tully/ Innisfail/Tablelands in this day and age where are the regional transport solutions – rail, light rail, mobility, Mobility as a Service (MaaS)
 - **Freight** – including regional distribution centres.
 - **Flood immunity** of for the major routes and road networks e.g. when people cannot get through due to flooding in Cardwell there is not enough capacity in the town (beds, food etc) people sleep in cairns, freight is stalled
 - **Kuranda Range** capacity and associated limitations for development west and north of the range.
- **Community engagement** will need to be consistent across State (Regional Plan); Local (CRC Regional Growth Strategy and other LGA strategies and Planning Scheme reviews) and Federal.
- Chamber of Commerces, RDA TN, Advance Cairns, FNQROC and industry groups all to be brought along – so they understand the messages
- Need to keep the discussion about planning **coherent** – ideally, we would invest well in the value of planning conversations and help the community participate meaningfully in this strategic planning exercise
- Economic development needs to include (not limited to):
 - renewables & energy security (i.e., transmission, supporting end of grid communities to grow, increased demand with growth of region etc).
 - Agriculture
 - Bioindustries

- Marine
- Defence
- Manufacturing
- Transport hubs
- Space
- Health/Medical (particularly tropical)
- Aviation – i.e., training hub, maintenance etc
- Grazing
- Dairy
- Tourism (inclusive of eco sports to which we are a mecca, tourism accommodation (RV to Hotel))
- Education and Training

Questions for the FNQ Regional Plan

1. What **lifestyle** do we want for our children and grandchildren?
2. What aspects of **our FNQ lifestyle** do we need to actively preserve and protected in this period of high growth and technological change?
3. Dealing with aging populations.
4. What are the **liveability** concerns, challenges, strengths and opportunities of each community?
5. Do we want to increase the rate of **population growth**? If so, is it the same expectation for each community? What are the growth blockers and enablers for each community? If we do it sustainably, what does it look like?
6. **Employment and skill shortages.** What are the employment opportunities in each community now and into the future? What are the shortages or oversupply of skills in each community? Is it possible to restructure our workforce? Are there ways to leverage the existing population (e.g. older people or long term unemployed) into casual or part time work? Are job-share and part time employment options that complements our lifestyle.
7. Inside and outside of regional Planning, what are the actions we can take to attract and retain **new industries and workforce**?
8. **Economy.** What are the things that are slowing our economic growth / potential (e.g. roads, ports, public transport, water, environment)? What do we need to unlock the economic potential of the Region.
9. **Climate change/Green economy.** This is a big topic, how much of it do we want to tackle - what elements can we focus on to achieve the greatest regional advantage. e.g.:

Environment - net zero. Do we want to reach net zero or even become carbon positive? What do we need to do? What are we already doing? How close are we? I suspect we are closer than other regions and this could be a great point of difference.
10. Certainty on **Urban Footprint**: Where can and should development go? Providing that certainty prevents leapfrogging and isolated residential pockets; Provides efficiency in council resources as the development discussion is focused in known areas rather than having to spend time and money arguing with developers about where / why other locations are inappropriate.
11. **Housing footprint on land parcels.** How do we manage/negotiate between density and the efficient use of infrastructure versus managing urban heat and flooding in the built form?

12. **Health** - mental health, cost of health, access to health. Are we doing this well? The Cairns (SA4) region has the second highest rate of suicide in Australia¹ – Tablelands east - Kuranda are noted as fourth in Australia on an SA3 level. That alone should be a place we start from.
13. **Community preparedness for change and growth.** How do Councils, State Agencies, Planners help the community to understand change and to understand basic planning, words, themes and visioning? What can we do to get them into the strategic mindset? Our communities run on a day-by-day reaction to planning. While we as planners think strategically, it is important that we flip the community mindset and prepare them for urban change. Does this require a change in how we communicate the 'strategic' with community. i.e NIMBY's re unit development – Create the WIIFM “Your Mum can downsize and live here”
14. **Transition Leadership** to support the communities moving forward. What are the skills needed by government and key stakeholders to support communities that are going through regional / urban change? What are the soft skills we need to develop? This is where the opportunity lies to improve the implementation of our strategic schemes.
15. **Health care** – Services, Infrastructure and training - how do people get to Cairns for treatment if there is no family or friends to drive them, people from the regions cannot get to the hospital (61 People in regional hospitals waiting for transport to Cairns on the weekend of 5/6 June 2022)
16. What are the implications for domestic **electricity** supply to FNQ? freight, refuelling networks, marine industry? (Will be exported & produced through Gladstone)
17. Rural zone – minimum lot size/options for non GQAL areas
18. How can the plan support disaster preparedness, resilience and response (i.e. smart planning and building practices)?

LG Supporting Strategies/Plans developed in the region:

1. Regional waste and recovery strategy (in development at FNQROC, funded by DES)
2. FNQROC Mobile Communications Audit
3. FNQ Regional Road Investments Strategy (focus is on heavy vehicles, productivity improvements and tourism routes)
4. TNQ Smart Green Economy (in development at CRC for TNQ)
5. QRA Resilience Plans (Wet Tropics and Hinterland recently adopted by FNQROC)
6. Informed decisions data sets... Community Profile, Economic Profile and Housing
7. The role of local government in the preservation and recovery of threatened species and ecological communities. (Regional and Local Natural asset management plans)
8. Long term economic benefits of Dams
9. Cairns Regional Council Growth Strategy (in development)
10. LG economic development strategies and community plans
11. LG Climate Risk Management strategies
12. LG Coastal Hazard Adaptation Strategies

¹ [Suicide by local areas - Australian Institute of Health and Welfare \(aihw.gov.au\)](https://www.aihw.gov.au)



What an integrated FNQ Regional Plan might look like.





Underpinning items which are important to be recognised.

Infrastructure - Underpins	Digital Connectivity - Underpins:	Social Housing - Underpins:	Managing a changing climate - underpins	Net Zero - Underpins	Our World Heritage Areas - Underpins:	First Nations perspective on Country
<ul style="list-style-type: none"> • Community Growth • Economic Growth • Export market growth • Health • Education • Protecting our environment • Employment • Livability • Protection of our shores 	<ul style="list-style-type: none"> • Economic Growth (business) • Education (remote learning of all forms) • Health i.e telehealth • Social connectedness 	<ul style="list-style-type: none"> • Health • Education • Employment • Social Justice • Domestic Violence • Anti social behaviour 	<ul style="list-style-type: none"> • Heat related risks which underpins <ul style="list-style-type: none"> • health • our built form • environment (flora and fauna) • Agriculture • Sea level Rise • Natural Disaster events such as: <ul style="list-style-type: none"> • Flooding • Drought • Cyclones • Our built form 	<ul style="list-style-type: none"> • Managing 'disrupters' 	<ul style="list-style-type: none"> • Tourism • Employment • First Nations Culture 	<ul style="list-style-type: none"> • protecting culture • protecting the environment • Enabling an economic future for First Nations people • Their health • Their education (traditional and cultural) • Closing the gap (full stop)



Premier of Queensland

For reply please quote: *PIE/LP-TF/24/21627*

25 NOV 2024

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Dear Councillor Toppin

Angela

Thank you for your kind letter of congratulations on 28 October 2024 following my election as Premier of Queensland. I appreciate your thoughtful message and support.

It is a great honour and privilege to serve as Premier, and to have the people of Queensland put their faith in me, and our government.

I am committed to addressing the challenges and seizing the opportunities that lie ahead. The continued support and collaboration of stakeholders, like your organisation, will be essential to delivering our priorities central to health, community safety, housing and cost of living.

We have an ambitious and important agenda and our government's focus on service delivery will make lives better for Queenslanders.

I am confident that, together, we can make a meaningful impact on the issues that matter most to Queenslanders.

Thank you once again for your congratulations and ongoing support.

Yours sincerely

David Crisafulli

**DAVID CRISAFULLI MP
PREMIER AND MINISTER FOR VETERANS**

*PS you are correct to raise FNQ
Regional Plan. We must do
better.
DL*

Meetings attended by: Darlene Irvine, FNQROC Executive Office
Period: 1 October 2024 to 22 November 2024

DATE	MEETING DETAILS	WHO
1 October 2024	FNQROC Chair - pre AGM / Board Meetings	Mayor Angela Toppin
4 October 2024	Regional Waste Management Plan TC	Tech Committee
4 October 2024	Advanced Cairns, Jacinta Reddan, CEO	Jacinta Reddan
10 October 2024	Hinchinbrook Shire Council – Cr Ramon Jayo, Mayor and Mary-Anne Uren CEO	Hinchinbrook Council and CEO
11 October 2024	Department of Transport and Main Roads – Ross Hodgman, Regional Director	Ross Hodgman
14 October 2024	Cook Shire Council – Cr Robyn Holmes, Mayor and Brian Joiner CEO	Mayor Holmes and CEO
15 October 2024	Tablelands Regional Council – Cr Rod Marti, Mayor and Hilary Jackson A/CEO	Mayor Marti and A/CEO
16 October 2024	Julie Brook, Meridian Urban	Julie Brooks
17 October 2024	Public Hearing – Inquiry into Local Government Sustainability	Federal Public Hearing Panel
22 October 2024	Cairns Local Disaster Economic Recovery Sub-Committee - Annual Meeting	CRC
22 October 2024	Diana Lottato, Create Advisory Group	Diana Lottato
22 October 2024	RDA TN 15 year University	RDA
24 October 2024	Cairns Regional Council Manager Demo Webinar	CRC
24 October 2024	Annual Audit - Darren Thamm Jessups NQ	Darren Thamm
25 October 2024	TIDS PPT Overview	Shepards
29 October 2024	Bree Graafland Cairns Regional Council re Kuranda Range Road	Bree Graafland CRC
29 October 2024	Nick Masasso, Cairns Regional Council – catch up	Nick Masasso
7 November 2024	Regional Leaders Network Bi-Monthly meeting	State Agencies
8 November 2024	Cat Management Workshop (Part)	Workshop
8 November 2024	Regional Water Alliance (Part)	Tech Committee
12 November 2024	Qld State Libraries – Rick Clark Regional Digital Development Officer	Darlene Irvine
13 November 2024	FNQROC Regional Plan and FNQROC MTB Strategy Presentation – Infrastructure Advisory Group Qld	IAG Qld
14 November 2024	Briefing for DRFA for Qld Councils	QRA and LGAQ
14 November 2024	Qld BRC-A Renewable Energy Purchasing Training	Qld BRC-A

DATE	MEETING DETAILS	WHO
18 November 2024	RLN FNQ Workshop Leading Collaborative Engagement in FNQ	RLN – Sub committee
19 November 2024	High pathogenicity avian influenza for Local Government update	ITP Qld
20 November 2024	Cassowary Coast Regional Council – Cr Teresa Millwood,	Mayor Millwood and Snr Officers at CCRC
22 November 2024	RDATN re TEDS	RDATN