



# **Palm Island Aboriginal Shire Council**

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## ***CORPORATE PLAN***

***2019 – 2024***



## **1. Purpose of the Corporate Plan**

### **1. Legislated requirements**

Council must adopt a 5 year corporate plan. The plan sets out the next 5 year strategy. Council also adopts an annual operational plan which sets out that year's goals for implementing the corporate plan.

Council staff and administration can use the operational plan as a basis for developing their own work plans.

### **2. Document linkages**

The local government must discharge its responsibilities in a way that is consistent with the annual operational plan. This means the operational plan sets the jurisdiction for Council unless it is specifically stated in legislation.

There is a range of consistencies between documents so that Council discharges its obligations.

These include:

- The Budget being consistent with the Revenue Policy
- The Operational Plan being consistent with the budget
- Asset Management Plans should integrate with the Long Term Financial Forecast

These documents should be linked with common goals and strategies and focus on the long term sustainability of Council.

The Council budget is supported by the financial sustainability statement, investment policy, debt policy and revenue policy.

The Long Term Financial Forecast takes into account the information from the asset management plans, non asset service information, operating grant projections and governance costs of the Council.

### 3. Reporting

The Chief Executive Officer must undertake a range of reporting on the corporate and operational plans.

<b>Corporate Plan</b>	Report on progress in the Annual Report Accessible on the Council website Review annually
<b>Operational Plan</b>	Report on progress by CEO to Council quarterly Accessible on the Council website Renew annually
<b>Budget</b>	Report on progress to Council on a monthly basis Accessible on the Council website Review periodically if needed Renew annually

These reporting requirements are a key part of the engagement of the community. The information must be provided to the community in a number of ways. It must be available at the Council Office and also on the Council's website.

Reporting of the implementation of the Corporate and Operational Plans is a key response to performance managing the operations of the Council.

This information is also useful for government in understanding the direction of the Council over the next one, five and 10 year period.

## **2. Council Strategic Direction**

Council has adopted the following priorities elements for the future.

1. **People and the community**
  - Council is committed to promoting arts and culture in the community and will invest in cultural capital.
  - Council is committed to providing, extending and improving the range of services for the community.
  - Council is committed to encouraging local ownership of education and improved education services.
  - Council is committed to providing improved sports and recreation facilities.
  - Council will play a lead role in co-ordination of disaster management processes and services as set out in the Disaster Management Plan.
  - Council will engage its community on a regular basis and develop an engagement framework.
  - Council will negotiate with government departments about employment opportunities such as bringing CDEP back under Council or community control.
  - Council will work with agency stakeholders to develop local strategies to reduce house parties, use of illicit drugs and excessive consumption of alcohol.
  - Council promotes zero tolerance of violence in the community.
  - Council supports a culture of respect for one another and all peoples.
  - Council supports the teaching of Palm Island history in the local schools.
  
2. **Growth and Opportunity**
  - Council fosters economic development through business partnerships and accessing external funding sources that will provide economic drivers for the Shire.
  - Council will seek out opportunities for its community to benefit from the regional economic drivers.
  - Council promotes the local opportunities but not limited to aquaculture, horticulture, tourism, events and retail.
  
3. **Planning Liveability**
  - Council will use a modern planning scheme as a tool for enabling sustainable business in the Shire.
  - Council acknowledges The Deed of Grant in Trust tenure of the whole of the Shire and that Deed will influence the Land Use Plan and will lobby for land tenure reform.
  - Council supports local ownership of community housing.
  - Council would like to progress the freeholding of the central business area to improve economic growth.
  - Council will manage the social and economic impact of growth in our community.

- Council will monitor its demographic trends and advocate training and education services that have a long term focus.
  - Council will develop strategies for managing nuisance animals.
4. Our Environment
- Council will monitor and improve the environment and aspire to a goal of a quality lifestyle in a clean environment including enhancement of parks and gardens and cemetery.
  - Council will consider environmentally friendly development opportunities.
  - Council will develop a partnership with the traditional owners that will facilitate approval of land and sea management grants.
  - Council will implement strategies and seek ongoing funding to remove waste from the Island.
5. Utility Services and Infrastructure
- Council will ensure its infrastructure and services keep pace with the growing and changing needs of the community.
  - Council will plan for upgrading its vital infrastructure and develop new service facilities in particular a new administration building.
  - Council will develop a strategy for charging for utility services and development approvals.
6. Our Financial Sustainability
- Council will work diligently to find new ways of funding its operations and meet its depreciation costs.
  - Council will seek to remain financially sustainable by reducing expenses. A fee for services on households should be considered.
7. Empowering Our Team
- Council will develop and maintain an organisational structure that delivers outcomes.
  - Council will develop the skills of local people to allow them to aspire to senior positions.
  - Council supports a productive workplace culture that empowers and rewards staff.
8. Business Systems and Technologies
- Council will develop and implement business and technologies that assist in delivering appropriate service levels to the community.

1. People and the community				
Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5 Goals
<p>Improve sport and recreational facilities</p> <p>Facilitate the building of relationships between the community, police and youth</p> <p>Lobby for improved social services for men, woman, youth, people with disabilities and the aged</p> <p>Lobby for better education outcomes for schooling and TAFE including a liaison officer for students at boarding schools</p> <p>Undertake activities to promote the involvement of youth in training, goal setting and</p>	<p>Achieved increased support for the continued implementation of the Health Action Plan</p> <p>Supporting the establishment of concepts such as the “Men’s Shed” and use Elders to link youth with the community.</p> <p>Ongoing lobbying and advocacy for education, health and community services</p>	<p>Review the impact of revised AMP initiatives</p> <p>Ongoing lobby and advocacy for education, health and community services</p> <p>Develop strategic plan considering the options for stinger enclosure or water play park</p>	<p>Ongoing lobby and advocacy for education, health and community services</p>	<p>Review levels of local skills and local employment opportunities for young people</p> <p>Ongoing lobby and advocacy for education, health and community services</p>

<p>employment</p> <p>Implement the Palm Island Visioning Documents</p> <p>Negotiate with agencies in relation to CDP, unsocial behaviours and developing a respect for one another culture</p>				
<p><b>Performance Measures:</b></p> <p><b>Community rates Council at 3.5 out of 5 on its engagement</b></p>				

3. Growth and Opportunity				
Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5 Goals
<p>Promote CDP focus to strengthen economic and employment opportunities</p> <p>Use the Palm Island building program as an opportunity to skill and employ local people particularly young people</p> <p>Develop shopping precinct and associated convention centre, new council chambers etc</p>	<p>Consider enterprise structures for Council's commercial operations</p> <p>Seeking funding for university opportunities for cadetships</p> <p>Encourage suppliers and government agencies to provide work experience for young people</p> <p>Develop Palm Island Museum</p>	<p>Consider opportunities for using the caravan park to tap into economic and tourism development opportunities</p>	<p>Review local partnership linkages and local business opportunity outcomes</p>	<p>Review town centre revitalisation master plan</p> <p>Review growth in economic development and tourism uptake</p>
<p><b>Performance Measures:</b></p> <p><b>Community rates Council at 3.5 out of 5 for fostering partnerships</b></p>				



Planning Liveability				
Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5 Goals
<p>Completion of the 14 houses</p> <p>Negotiate new subdivision areas</p> <p>Plan to manage weather events</p> <p>Maintain road/street, drainage street and walkway infrastructure</p> <p>Foreshore and other enhancement projects</p> <p>Strategy for managing nuisance animals</p> <p>Lobby for land tenure reform</p>	<p>Plan to manage weather events</p> <p>Review the local social service outcomes for Palm Island</p> <p>Facilitate the construction of housing allocation under new funding model</p>	<p>Plan to manage weather events</p> <p>Facilitate the construction of housing allocation under new funding model</p>	<p>Review demographic projections against infrastructure and services</p> <p>Facilitate the construction of houses when land becomes available</p> <p>Plan to manage weather events</p>	<p>Review levels of community ownership of homes</p> <p>Facilitate the construction of houses when land becomes available</p> <p>Plan to manage weather events</p>
<p><b>Performance Measures:</b></p> <p>Community rates Council at 3.5 out of 5 for its Land Use Scheme initiatives</p>				

4. Our Environment				
Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5Goals
<p>Undertake community education on waste management</p> <p>Extend green energy solutions such as solar.</p> <p>Meet with traditional owners on land and sea matters</p> <p>Strategy for parks, gardens and cemeteries improvement</p> <p>Removal of solid waste from Palm Island</p>	<p>Undertake community education on waste management</p>	<p>Undertake community education on waste management</p> <p>Reviewing waste management facilities</p>	<p>Review reductions in carbon footprint</p> <p>Undertake community education on waste management</p>	<p>Review waste management and waste education initiatives</p>
<p><b>Performance Measures:</b></p> <p>Community rates Council at 3.5 out of 5 for its environmental management</p>				

5. Utility Services and Infrastructure				
Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5 Goals
<p>Ongoing upgrades to sporting complex</p> <p>Undertake road seal upgrades</p> <p>Upgrade airport</p> <p>Implement stormwater management strategy</p> <p>Seek funding for a new administration building</p>	<p>Investigate CASA requirements for airport</p> <p>Monitor growth for water, waste and wastewater infrastructure requirements</p>	<p>Plan to enhance visual amenity</p> <p>Monitor growth for water, waste and wastewater infrastructure requirements</p>	<p>Undertake visual enhancement activities</p> <p>Monitor growth for water, waste and wastewater infrastructure requirements</p>	<p>Undertake visual enhancement activities</p> <p>Monitor growth for water, waste and wastewater infrastructure requirements</p>
<p><b>Performance Measures:</b></p> <p>Community rates Council at 3.5 out of 5 for its service delivery</p>				

6. Our Financial Sustainability				
Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5 Goals
<p>Continue to have good audit reports</p> <p>Seek out appropriate financial assistance for appropriate projects</p> <p>Manage financial sustainability within available funding</p> <p>Undertake financial reporting within required timeframes</p> <p>Provide adequate information to the community on the financial operations of Council</p> <p>Look for revenue opportunities whilst managing costs.</p>	<p>Continue to have good audits reports and utilise audit committee</p> <p>Seek out appropriate financial assistance for appropriate projects</p> <p>Manage financial sustainability within available funding</p> <p>Undertake financial reporting within required timeframes</p> <p>Provide adequate information to the community on the financial operations of Council</p>	<p>Continue to have good audits reports and utilise audit committee</p> <p>Seek out appropriate financial assistance for appropriate projects</p> <p>Manage financial sustainability within available funding</p> <p>Undertake financial reporting within required timeframes</p> <p>Provide adequate information to the community on the financial operations of Council</p>	<p>Continue to have good audits reports and utilise audit committee</p> <p>Seek out appropriate financial assistance for appropriate projects</p> <p>Manage financial sustainability within available funding</p> <p>Undertake financial reporting within required timeframes</p> <p>Provide adequate information to the community on the financial operations of Council</p>	<p>Continue to have good audits reports</p> <p>Seek out appropriate financial assistance for appropriate projects</p> <p>Manage financial sustainability within available funding</p> <p>Undertake financial reporting within required timeframes</p> <p>Provide adequate information to the community on the financial operations of Council</p>

<p><b>Performance Measures:</b></p> <p>Community rates Council at 3.5 out of 5 for its financial management</p>
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**7. Empowering Our Team**

Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5 Goals
<p>Review organisation structure to ensure it is matched to the available expenditure budget</p> <p>Promote skills transfer between work generations</p> <p>Develop a strategy to increase staff work attendance</p> <p>Review the EBA</p>	<p>Review training needs and implement ongoing training plan</p> <p>Monitor work attendance against benchmark</p>	<p>Monitor training needs</p> <p>Review organisational structure</p> <p>Monitor work attendance against benchmark</p>	<p>Monitor training needs</p> <p>Monitor work attendance against benchmark</p>	<p>Monitor training needs</p> <p>Monitor work attendance against benchmark</p>

<p><b>Performance Measures:</b></p> <p>Council staff rate Council at 3.5 out of 5 as a good work environment</p>
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8. Business Systems and Technologies				
Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 Goals	Year 5Goals
Consider strategies for continuous improvement of business system	Implement continuous improvements to business systems	Implement continuous improvements to business systems	Implement continuous improvements to business systems	Implement continuous improvements to business systems
<p><b>Performance Measures:</b></p> <p>Council staff rate Council at 3.5 out of 5 for the business systems and technology</p>				