



Palm Island Aboriginal Shire Council Operational Plan 2026-2027



Executive Summary

The Operational Plan is part of the important strategic documents in relation to the Integrated Planning Framework that Council operates within under legislation. The Operational Plan is a requirement under the *Local Government Regulation 2012* and this plan has been prepared in accordance with those requirements.

The Operational Plan must –

- a) Be consistent with the annual budget; and
- b) State how the local government will-
 - i. Progress the implementation of the 5-year Corporate Plan during the period of the annual operational plan; and
 - ii. Manage operational risks; and
- c) Include an annual performance plan for each commercial business unit of the local government.

a) Consistent with the Annual Budget

In accordance with the *Local Government Regulation 2012*, Council's Budget 2026-2027 was developed in accordance with, and is directly aligned to, the Operational Plan 2026-2027.

b) (i) Progress the implementation of the Corporate Plan

The Operational Plan focuses specifically on the Strategies identified in the Corporate Plan and not the day-to-day delivery of other services, activities and programs, but seeks to highlight the planned actions and activities for the year that will further advance Council's Key Focus Areas of:-

1. Culture, Liveability and Education
2. Economic Growth and Jobs
3. Health and Wellbeing
4. Infrastructure Services, and Community Amenities
5. Sustainability and Environment
6. Leadership and Governance

b) (ii) Managing Operational Risk

Palm Island Aboriginal Shire Council has adopted a comprehensive Risk Management Framework which details how the organisation manages its risks. Council and the Executive Leadership Team are committed to the management of risk through entrenching appropriate enterprise risk management strategies to identify, treat and monitor organisational risks whilst ensuring maximisation of opportunities. Council monitors its strategic and operational risks on a continual basis through the Audit, Risk and Business Improvement Committee.

c) Annual Performance Plan for Commercial Business Units

At the commencement of the 2026-2027 financial year, Palm Island Aboriginal Shire Council did not have any commercial business units, however Council will reassess legislative criteria and decide as required.

Performance Reporting

The Operational Plan 2026-2027 will serve as the foundation for regular quarterly reporting of organisational progress of short- and long-term objectives. Furthermore, Council will conduct statutory annual reviews of organisational performance and report the results in an annual report.

WORKPLACE HEALTH AND SAFETY

Council is committed to providing a safe, healthy, and productive working environment for our workers, contractors and visitors to the workplace. Council's commitment is met through the conduct of regular toolbox meetings and compliance with our Workplace Health and Safety Plan. Adopting and promoting the provisions of the Work Health and Safety Act 2011 and its associated Regulations, Code and Standards is paramount, together with significant importance placed on the areas of hazard/risk management, injury prevention strategies and a focus of continual improvement will ensure WH&S plans are achieved.



Pillar 1: Community Services and Economic Development

Culture, Liveability and Education

Our community has a strong commitment to culture and recognises that education is key to a prosperous future for the coming generations.

We have vibrant schools on the Island and a TAFE presence, but there are opportunities for TAFE to be reinvigorated so that what is offered aligns with the vocational training needs of our community. There is currently no tertiary institution on the Island.

The Knowledge Centre provides a solid foundation for the provision of cultural and learning resources, but with further revitalisation could play a stronger role in supporting strong cultural and educational outcomes for our community.

Inadequate housing supply has led to a current issue with overcrowding in housing, leading to less-than-ideal living standards for many of our residents, which has knock-on impacts across the local community.

The activities described below seek to address this current situation and build on the opportunities that exist.

To ensure Council is on track to achieve its culture, education and liveability objectives, we have included measures and targets that will shape Council's monitoring and reporting for this Focus Area.

Ref	Corporate objectives	What we will do
1.1	Culture is at the forefront of everything we do, and cultural identity is strengthened through the protection of culture and history	<ul style="list-style-type: none"> • Develop and deliver activities and celebrations that strengthen identity and unity, through investment in cultural programs and services • Promote and support the preservation of cultural and community heritage • Document cultural protocols and apply across Council
1.2	Education pathways and options are available for our local young people and adult learners	<ul style="list-style-type: none"> • Support the development of a Country Universities Centre on Palm Island in collaboration with TAFE and the Knowledge Centre and local schools to develop our next generation of tradesmen, professionals and academics and leaders. • Elevate our educational precinct into a cohesive suite of assets that support the development of education in our community • Work with Bwgcorman Community School and the Palm Island community to identify possible new campus site for future school development • In consultation with key stakeholders, develop an Education Masterplan for Palm Island that facilitates delivery of a structured careers and pathways program, connecting students and graduates to employment opportunities • Promote and facilitate opportunities for mentoring and innovative pathways to skills development

		(including cultural and traditional skills), through a commitment to inter-generational mentoring
1.3	Our people have access to quality housing and market participation for the creation of inter-generational wealth in liveable communities	<ul style="list-style-type: none"> • Continue to work with the Queensland Government and other key stakeholders to achieve policy and process certainty for the delivery of social and affordable housing • In partnership with the Queensland Government, facilitate the trial of a rent-to-buy affordable housing scheme on Palm Island
1.4	Our community has opportunities for lifelong learning, leisure and cultural connection	<ul style="list-style-type: none"> • Operate the Bwgcolman Indigenous Knowledge Centre and community Library to appropriately house the Island's local history and other collections, and successfully deliver workshops, exhibitions and activities that meet community needs through promoting cultural connection

Culture, Liveability and Education						
Plan Number	Description	Start Date	End Date	When we plan to do it	Who is accountable	Sub-Delegate
1.1.1.1	Community Events and Celebration <ul style="list-style-type: none"> • Plan and promote the Council sponsored events held annually for the community <ul style="list-style-type: none"> ○ Anzac Day ○ Strike 57 ○ Community Engagement Days ○ NAIDOC Week ○ Tribal Nines ○ Spring Festival • Assist the community with other community events as requested 	Jul 2026	Jun 2027	Annually as required	Events Officer	Director CCES
1.1.2.1	Preservation of cultural and community heritage <ul style="list-style-type: none"> • Establish a protocol for identifying and capturing the items of cultural significance for the Palm Island Community for the 	Jul 2026	Jun 2027	Ongoing	CEO	ELT

	longer term and promote this within the community					
1.1.3.1	Cultural Protocols <ul style="list-style-type: none"> Investigate the opportunities for Council to provide cultural awareness training for new contractors who wish to undertake works within the PIASC Area 	Jul 2026	Jun 2027	Ongoing	Governance Officer	ELT
1.2.1.1	Country University Centre - Advocacy <ul style="list-style-type: none"> Commence discussions to ascertain if there is an appetite to support the establishment of a campus on Palm Island 	Apr 2026	Jun 2027	Jun 2027	CEO	ELT
1.2.2.1	Education Precinct Development – Advocacy <ul style="list-style-type: none"> Engage with the education providers on Palm Island through the establishment of a working group to discuss the facilities on Palm Island for the education of the students to ensure the appropriate learning environment is provided 	Jul 2026	Jun 2027	Feb 2027	CEO	ELT
1.2.3.1	New School Campus Site – Advocacy <ul style="list-style-type: none"> Undertake a desktop review of available land to ascertain if a suitable parcel of land can be sourced for the establishment of a new school campus on Palm Island 	Jul 2026	Jun 2027	Feb 2027	CEO	ELT
1.2.4.1	Education Master Plan – Advocacy <ul style="list-style-type: none"> Establish a working group consisting of State Government, Council, Further Education providers (i.e. TAFE, etc.) Community Leaders, other relevant stakeholders and commence development of a Master Plan for Education for students on Palm Island 	Apr 2027	Jun 2027	June 2027	CEO	ELT
1.2.5.1	Skills Development – Mentoring <ul style="list-style-type: none"> Seek out and identify members of the community who would provide mentorship for other members of the community 	Jul 2026	Jun 2027	Jun 2027	Manager People and Capability	ELT

1.3.1.1	Affordable Housing – Advocacy <ul style="list-style-type: none"> Monitor opportunities for funding to assist with affordable housing initiatives through work being done through the Local Government Association of Queensland and the State Government 	Jul 2026	Jun 2027	Ongoing	CEO	ELT
1.3.2.1	Rent to Buy Scheme <ul style="list-style-type: none"> Establish the Governance arrangements and necessary Policies to support a rent to buy scheme for Palm Island Residents who wish to avail themselves of the opportunity and report back to the community 	Jul 2026	Jun 2026	Quarterly	CEO	ELT
1.4.1.1	Bwgcorman Indigenous Knowledge Centre and Library <ul style="list-style-type: none"> Promote the exhibition items that are available and on display at the IKC Assist community members with learning and knowledge related to the cultural significance of items within the collection 	Jul 2026	Jun 2027	Ongoing	Administration Manager	Director CCED
1.4.1.2	Bwgcorman Indigenous Knowledge Centre and Library <ul style="list-style-type: none"> Promote the various programs for residents through the library. Establish and promote an annual calendar of programs for young people and seniors through the programs available through funding from State Library (i.e. First 5 Forever) 	Jul 2026	Jun 2027	Ongoing	Administration Manager	Director CCED
1.4.1.3	Palm Island Master Plan – 2019 <ul style="list-style-type: none"> Review the Palm Island Master Plan dated October 2029 to present back to Council and the community. 	July 2026	Dec 2026	Ongoing	CEO	ELT

Economic Growth and Jobs

Palm Island is poised for economic activation through our Tourism Masterplan and a Council-led commitment to a comprehensive Economic Development Strategy.

Right now, the absence of key local businesses in our retail precinct – from butchers and bakers to mechanics and hairdressers – means everyday Island spending flows to the mainland, weakening our local economy. By supporting the re-establishment of these essential services and facilitating new enterprise, we aim to build a thriving local market, retain wealth and create meaningful jobs for local people.

The activities described below will unlock skills development, strengthen community access to essential goods and services, and lay the foundations for long-term economic growth.

To ensure Council is on track to achieve its economic growth and jobs objectives, we have included measures and targets that will shape Council's monitoring and reporting for this Focus Area.

Ref	Corporate objectives	What we will do
2.1	Our economy is underpinned by enterprise, investment and reliable goods transport, supporting local business growth that addresses community needs	<ul style="list-style-type: none"> • Successfully transition The Foundation to autonomy and community control • Plan and implement retail and business centre reactivation and revitalisation • Progress implementation of the Town Centre Masterplan • Engage local (existing and potential) service providers and businesses in planning for economic growth on the Island resulting in a Palm Island Economic Development Strategy
2.2	Increased business and industry development on Palm Island, including a focus on tourism and development of an industrial estate	<ul style="list-style-type: none"> • Undertake an urban planning process to support the establishment of an Industrial Estate for Plan Island, and seeking funding to enable it to progress • Facilitate and promote opportunities on Palm Island for income generation and wealth retention • Plan, support and advocate to enable fisheries, aquacultural and agricultural industries to thrive • Promote tourism development opportunities and partner with TEQ to promote and achieve Palm Island's tourism potential • Continue to deliver the identified actions of the Tourism Master Plan, including consideration of cultural walking trails, visitor accommodation, events and marine tourism • Develop, publish and maintain Palm Island Local Business and Services Register

2.3	Local jobs are available for local people, now and into the future	<ul style="list-style-type: none"> • Work with Vocational Education & Training providers to develop opportunities for apprenticeships in trades required on the Island • Advocate to government, business and industry to promote job creation opportunities on the Island • Establish a graduate employment pathway program within Council • Host an annual Careers Expo ahead of Year 10 & Year 12 Graduations • Develop a Major Projects procurement policy requiring Indigenous Employment Opportunities Plan from principal contractors
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Economic Growth and Jobs						
Plan Number	Description	Start Date	End Date	When we plan to do it	Who is accountable	Sub-Delegate
2.1.1.1	Foundation <ul style="list-style-type: none"> • Transition the Palm Island Community Economic Development Foundation away from Council control and into control by the community for the community through the establishment of an appropriate committee 	Jan 2027	Jun 2027	Last ½ Year	CEO	ELT
2.1.2.1	Retail and Business Precinct <ul style="list-style-type: none"> • Monitor opportunities for further business activation opportunities in the Retail and Business Precinct 	Jul 2026	Jun 2027	Ongoing	Director CCED	ELT
2.1.2.2	Palm Island Service Station <ul style="list-style-type: none"> • Council operates the service station for the benefit of the Palm Island Community 	Jul 2026	Jun 2027	Monthly	Director CCED	ELT
2.1.2.3	Palm Island Motel <ul style="list-style-type: none"> • Council operates the motel for the benefit of the Palm Island Community and visitors to Palm Island seeking accommodation 	Jul 2026	Jun 2027	Monthly	Manager Motel	Director CCED
2.1.3.1	Town Centre Masterplan <ul style="list-style-type: none"> • Progress the items identified in the Town Centre Masterplan as incorporated into the 2026-2027 Budget and report progress to Council 	Jul 2026	Jun 2027	Quarterly	Director AIO	ELT

2.1.4.1	Business and Economic Development <ul style="list-style-type: none"> Assist with the establishment of an Economic Development committee associated with the Foundation and contribute to discussions to increase economic activities on Palm Island Seek assistance from Townsville Enterprise as necessary 	Jul 2026	Jun 2027	Quarterly	Director CCED	ELT
2.2.1.1	Industrial Estate <ul style="list-style-type: none"> Undertake a desktop assessment and identify potential sites for the development and establishment of an Industrial Estate on Palm Island 	Apr 2027	Jun 2027	Final Quarter	ELT	CEO
2.2.2.1	Income generation and wealth retention <ul style="list-style-type: none"> Monitor and evaluate opportunities for additional revenue streams as they become available or are identified Assist the new Foundation Committee with training as necessary 	Jul 2026	Jun 2027	June 2027	CEO	ELT
2.2.3.1	Fisheries, Aquaculture and Agriculture - Advocacy <ul style="list-style-type: none"> When requested help the various industries on Palm Island to remain viable through advocacy to relevant parties including government 	Jul 2026	Jun 2027	Ongoing	CEO	ELT
2.2.4.1	Tourism Development <ul style="list-style-type: none"> Seek opportunities for Palm Island to be included in tourism related activities in the North Queensland Region in partnership with Townsville Enterprise and Tourism Events Queensland 	Jul 2026	Jun 2027	Ongoing	Director CCED	ELT
2.2.5.1	Tourism Master Plan <ul style="list-style-type: none"> Work with Townsville Enterprise to identify opportunities for the Palm Island Community to avail itself of the opportunities for Tourism in the Council Area in line with the New Tourism Master Plan from the State Government 	Jul 2026	Jun 2027	June 2027	Director CCED	ELT

2.2.6.1	Local Business and Services Register <ul style="list-style-type: none"> Work with the State Government to develop a Local Business and Services Register to assist with identifying local businesses for engagement on major projects. Ensuring the include if the business has indigenous ownership or engagement 	Apr 2027	Jun 2027	June 2027	Director CCED	ELT
2.3.1.1	VET opportunity development <ul style="list-style-type: none"> Commence discussions with TAFE Queensland and others to ascertain the opportunities for residents and school leavers for work on Palm Island 	Apr 2027	Jun 2027	June 2027	Manager People and Capability	ELT
2.3.2.1	Job Opportunities Promotion – Advocacy <ul style="list-style-type: none"> Identify stakeholders and schedule a meeting to promote opportunities for employment for residents on major projects and identified career opportunities for locals 	Jul 2026	Sept 2026	Sept 2026	Manager People and Capability	ELT
2.3.3.1	Graduate Employment Pathway <ul style="list-style-type: none"> Commence research into the possible career pathway identification for employees and potential employees at Palm Island Aboriginal Shire Council 	Apr 2027	Jun 2027	June 2027	Manager People and Capability	ELT
2.3.4.1	Careers Expo <ul style="list-style-type: none"> Commence discussions with the Schools and the Training and Apprenticeship organisations to arrange a Career Expo targeted at students in years 10 and 12. 	Oct 2026	Dec 2026	Annually	Manager People and Capability	ELT
2.3.5.1	Indigenous Employment Opportunities – All Projects <ul style="list-style-type: none"> Work with the State Government to assist with inclusion of a level of indigenous employment opportunities for all major capital works projects on Palm Island, including State Government Projects and Private Investment Projects 	Jul 2026	Jun 2027	Ongoing	Manager People and Capability	ELT

Health and Wellbeing

Council is committed to improving health and wellbeing on Palm Island. We acknowledge the vital role of local health services, Townsville Hospital and Health Service and Palm Island Community Company (PICC) in supporting our community, guided by the *Palm Island Health Action Plan*.

Council's role extends beyond advocacy to creating a clean, safe and liveable environment that promotes healthy lifestyles. We strongly advocate for increased dialysis capacity on the Island to reduce travel burdens, bring our Elders home, and improve community health. Our goal is to increase dialysis units and chairs while reducing dependency through prevention and healthier living.

The activities described below seek to enable improvements to our community's health and wellbeing.

To ensure Council is on track to achieve its health and wellbeing objectives, we have included measures and targets that will shape Council's monitoring and reporting for this Focus Area.

Ref	Corporate objectives	What we will do
3.1	On-Island services and facilities enable strengthened community health, active living and wellbeing	<ul style="list-style-type: none"> • Continue to deliver, enhance and upgrade local sporting facilities that meet community needs • In consultation with the community, plan and seek funding for a splash park • With sports clubs and governing bodies, coordinate sporting activities on Palm Island • With partner service providers, continue delivery of the Health Action Plan to promote exercise and healthy lifestyles to close the life expectancy gap, with a focus on smoking reduction, increased fresh fruit and vegetable consumption, and dental hygiene
3.2	Palm Island is a clean, tidy liveable community that has pride in its town and public places	<ul style="list-style-type: none"> • Promote community awareness of our shared responsibility for keeping our community clean and presentable • Promote opportunities for reducing waste to landfill, including the elimination of single-use plastics • Participate in NQROC's Resource Recovery Working Group to identify options and progress solutions for recycling • Deliver quality street cleaning and waste collection services for our residents and businesses
3.3	Environmental health and community wellbeing is improved through effective waste management and related land use	<ul style="list-style-type: none"> • Develop a Waste Management & Resource Recovery Masterplan that addresses the waste precinct, infrastructure and operations, opportunities for recycling, environmental health impacts and future community land use. Specifically, Council will clean-up and rehabilitate the Laydown Yard ahead of its redevelopment for a second football oval.

3.4	Vulnerable local residents are supported to address issues such as substance misuse, self-harm, family violence and interaction with the Justice System	<ul style="list-style-type: none"> • In partnership with the Queensland Government, deliver the Community Night Patrol program to enhance community safety and wellbeing, and explore opportunities to facilitate a youth safety program • Review and update the Palm Island Community Safety Plan • Work closely with the Palm Island community to identify the nature of Council's advocacy for policy reform related to the mandated Alcohol Management Plan
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Health and Wellbeing						
Plan Number	Description	Start Date	End Date	When we plan to do it	Who is accountable	Sub-Delegate
3.1.1.1	Sporting Facilities <ul style="list-style-type: none"> • Prepare a plan for the current facilities provided by PIASC for the community and any future upgrades that may be required for the medium to long term 	Jul 2026	Jun 2027	June 2027	Sports Coordinator	Director CCED
3.1.1.2	Palm Island Gym <ul style="list-style-type: none"> • Provide a monthly report on attendance, activities and programs implemented at the facility 	Jul 2026	Jun 2027	Monthly	Sports Coordinator	Director CCED
3.1.1.3	Sports Complex <ul style="list-style-type: none"> • Provide a monthly report on attendance, activities and use of the facilities 	Jul 2026	Jun 2027	Monthly	Sports Coordinator	Director CCED
3.1.2.1	Splash Park <ul style="list-style-type: none"> • Commence community consultation on the development of a splash park on Palm Island to ascertain the design and layout that suits all ages. 	Jan 2027	Jun 2027	March 2027	Director CCED	ELT
3.1.3.1	Sporting Event Coordination <ul style="list-style-type: none"> • Development of an annual events calendar through consultation with sporting groups to eliminate the clash of community and sporting events 	Jul 2026	Jun 2027	Jan 2027 June 2027	Sports Coordinator	Director CCED

3.1.4.1	Health Action Plan <ul style="list-style-type: none"> Identify actions from the Health Action Plan and promote actions for the 12 months to 30 June 2027 working with the identified stakeholder and service delivery partners 	Jul 2026	Jun 2027	Quarterly	CEO	ELT
3.2.1.1	Community Amenity <ul style="list-style-type: none"> Participate in Clean UP Australia Day with a series of events for the Schools, Businesses and Community to pick up loose items and create a clean environment 	Feb 2027	Apr 2027	March 2027	Director AIO	ELT
3.2.1.2	Community Amenity – Pre-Cyclone Clean Up <ul style="list-style-type: none"> Promote and arrange the annual pre-cyclone clean-up throughout the Island prior to Cyclone Season 	Oct 2026	Nov 2026	Nov 2026	Director AIO	ELT
3.2.1.3	Illegal Dumping Partnership Program <ul style="list-style-type: none"> Monitor and encourage reporting of instances of illegal dumping by the community to effectively manage waste on the Island 	Jul 2026	Jun 2027	Monthly	Director AIO	ELT
3.2.2.1	Waste Reduction <ul style="list-style-type: none"> Source appropriate material to commence a campaign to educate community members (including through the schools) on the benefits of reducing waste to landfill. 	Jan 2027	Mar 2027	May 2027	Director AIO	ELT
3.2.3.1	NQROC Resource Recovery Working Group <ul style="list-style-type: none"> Director Assets, Infrastructure and Operations to attend the NQROC RRWG to ensure PIASC is represented and 	Jul 2026	Jun 2027	Quarterly	Director AIO	ELT
3.2.4.1	Street Cleaning and Waste Collection <ul style="list-style-type: none"> Undertake regular street cleaning operations in accordance with the street cleaning schedule Ensure the waste collection services are regular and all wheelie bins are collected in accordance with the route, times and dates provided to the community. Any changes due to breakdown are to be communicated to the community as soon as possible 	Jul 2026	Jun 2027	Ongoing	Director AIO	ELT

3.3.1.1	Waste Management and Resource Recovery <ul style="list-style-type: none"> Commence engagement with stakeholders to commence the drafting of a waste management strategy for managing waste and encouraging recycling of waste on the Island 	Jul 2026	Jun 2027	May 2027	Director AIO	ELT
3.4.1.1	Community Night Patrol <ul style="list-style-type: none"> Carry out the community nights patrols in accordance with agreed schedule 	Jul 2026	Jun 2027	On-Going	Manager Community Night Patrol	Director CCED
3.4.1.2	Community Safety Program <ul style="list-style-type: none"> Deliver the Community Safety Program for the 2026 – 2027 year 	Jul 2026	Jun 2027	Monthly	Manager Community Night Patrol	Director CCED
3.4.2.1	Palm Island Community Safety Plan <ul style="list-style-type: none"> Undertake a review of the Community Safety Plan in consultation with the Community and Members of the Community Safety Committee 	Jul 2026	Jun 2027	Annually	CEO	ELT
3.4.3.1	Alcohol Management Plan Advocacy <ul style="list-style-type: none"> Ensure that the Alcohol Management Plan is consistent with the goals and aspirations of the Palm Island Community Safety Plan through regular review and monitoring 	Jul 2026	Jun 2027	Annually	CEO	ELT

Pillar 2: Assets and Infrastructure

Infrastructure, Services and Community Amenities

Palm Island is entering an exciting phase of growth and renewal. Council is committed to building modern, resilient infrastructure and vibrant community spaces that reflect our aspirations for a thriving, connected Island.

Our vision is to transform delays of the past into momentum for the future. We will prioritise **housing and civil infrastructure** to support healthy, liveable communities, and **marine infrastructure** as a cornerstone of safety, access, tourism, and overall liveability. These investments will lay the foundations for a vibrant local economy and long-term prosperity.

Council will partner with stakeholders to deliver high-quality facilities and amenities that strengthen essential services and create spaces where culture, recreation, and community spirit can flourish. A contemporary asset management system will underpin this transformation, enabling smarter planning and sustainable service delivery.

Together with the community, we will define service levels that meet local priorities and set the foundation for growth. These initiatives will not only close existing gaps but create an Island environment that inspires pride, opportunity, and a healthy future for generations to come.

To ensure Council is on track to achieve its infrastructure and services objectives, we have included measures and targets that will shape Council's monitoring and reporting for this Focus Area.

Ref	Corporate objectives	What we will do
4.1	Council-controlled community and commercial infrastructure and assets are delivered to meet the community's needs and contribute to the local economy	<ul style="list-style-type: none"> • Deliver funded capital works programs in collaboration with Works for Queensland 2024-27, on time and to scope through the effective administration of all capital projects, in line with funding agreements and milestone deliverables • Implement a Precinct Plan for delivery of a cemetery expansion site as a priority, including consideration of facilities for mourners and visitors • Maintain Council's water reticulation infrastructure to ensure the community's safe and reliable access to potable water
4.2	Palm Island is connected through safe and reliable transport infrastructure and service provision	<ul style="list-style-type: none"> • Develop a Road's Maintenance Schedule for maintaining Council's road network including delivery of resealing and rehabilitation projects • In partnership with Hinterland Aviation, deliver the Palm Island Airport service for the benefit of the community • Work with the Queensland Government to document a plan for the provision of a safe marina, freight security and reliable transport access to Palm Island

		<ul style="list-style-type: none"> Operate the Palm Island Service Station
4.3	Our community has access to appropriate sports infrastructure, and is working towards achieving a modern sporting complex	<ul style="list-style-type: none"> Implement a program of upgrades to the Island's sporting facilities in response to priorities identified with the community and related to current condition assessment
4.4	Our community has access to parks, open spaces and other public places to come together	<ul style="list-style-type: none"> Maintain and improve our public spaces through sound asset management Develop and commence implementation of a public space plan, incorporating the design and improvement of walking trails, community areas and other public spaces Maintain and renew public assets and amenities

Infrastructure, Services and Community Amenities						
Plan Number	Description	Start Date	End Date	When we plan to do it	Who is accountable	Sub-Delegate
4.1.1.1	Works 4 Queensland Program - Buildings <ul style="list-style-type: none"> Undertake the buildings upgrade projects in accordance with approved projects 	Jul 2026	Jun 2027	Quarterly	Manager C,OS & T	Director AIO
4.1.1.2	Works 4 Queensland Program – Roads & Streets <ul style="list-style-type: none"> Undertake the roads and streets projects in accordance with the approved program 	Jul 2026	Jun 2027	Quarterly	Manager C,OS & T	Director AIO
4.1.1.3	Works 4 Queensland Program – Footpaths and Pathways <ul style="list-style-type: none"> Undertake the footpath and pathways projects in accordance with the approved program 	Jul 2026	Jun 2027	Quarterly	Manager C,OS & T	Director AIO
4.1.2.1	Cemetery <ul style="list-style-type: none"> Development and Implementation of a Precinct Plan for the cemetery, including expansion plans and areas set aside for mourners and visitors to the Cemetery 	Jul 2026	Jun 2027	March 2027	Manager C,OS & T	Director AIO

4.1.3.1	Water Reticulation <ul style="list-style-type: none"> Delivery of the water service maintenance program for the 2026-2027 year 	Jul 2026	Jun 2027	Monthly	Manager Water and Sewer	Director AIO
4.2.1.1	Roadworks - Maintenance <ul style="list-style-type: none"> Delivery of the Road Maintenance works program for the 2026-2027 year and provide a monthly update against progress 	Jul 2026	Jun 2027	Monthly	Manager C,OS & T	Director AIO
4.2.1.2	Roadworks– Roads to Recovery <ul style="list-style-type: none"> Undertake the Roads to Recovery works in accordance with approved program and report progress monthly 	Jul 2026	Jun 2027	Monthly	Manager C,OS & T	Director AIO
4.2.1.3	Roadworks - REPA <ul style="list-style-type: none"> Undertake REPA works in accordance with the approved program and report progress monthly 	Jul 2026	Jun 2027	Monthly	Manager C,OS & T	Director AIO
4.2.2.1	Airport Services <ul style="list-style-type: none"> Ensure the safety of all persons at the Palm Island Airport through effective and efficient operations in accordance with Airport Manual 	Jul 2026	Jun 2027	Monthly	Manager C,OS & T	Director AIO
4.2.3.1	Marine Safety, Freight security and reliable marine transport <ul style="list-style-type: none"> Engage with State Government representatives to commence discussions to develop a long-term plan for marine safety and operations for Palm Island 	Jul 2026	Jun 2027	Annual	CEO	Director AIO
4.3.1.1	Sporting Facilities <ul style="list-style-type: none"> Engage a specialist to undertake a full condition assessment of the sporting facilities on Palm Island under the control of the PIASC to assist with planning for capital upgrades in future years 	30 Aug 26	30 Jan 27	May 2027	Sports Coordinator	Director CCED
4.4.1.1	Public Spaces - Maintenance <ul style="list-style-type: none"> Delivery of the maintenance program for all public spaces for the 2026-2027 year 	Jul 2026	Jun 2027	Monthly	Manager C,OS & T	Director AIO
4.4.1.2	Parks and Gardens <ul style="list-style-type: none"> Delivery of the Parks and Gardens Maintenance program for the 2026-2027 year 	Jul 2026	Jun 2027	Monthly	Manager C,OS & T	Director AIO

4.4.2.1	Public Spaces - Walking Trails <ul style="list-style-type: none"> • Delivery of the Walking Trails maintenance program for the 2026-2027 year • Development of a plan for additional walking trails in consultation with the Palm Island Community 	Jul 2026	Jun 2027	Monthly	Manager C,OS & T	Director AIO
4.4.3.1	Public Spaces – Renewals <ul style="list-style-type: none"> • Undertake renewals in accordance with the master plan for Public Spaces 	Jul 2026	Jun 2027	Quarterly	Manager C,OS & T	Director AIO

Sustainability and Environment

Council is committed to creating a safe, healthy, and sustainable environment for Palm Island. A key priority is addressing the challenges posed by limited veterinary services and the impacts of unmanaged animal populations on community wellbeing and environmental health. Overpopulation of dogs and roaming horses – while culturally significant – requires careful management to protect both animals and residents.

At the same time, we continue to strengthen resilience against natural disasters, ensuring essential infrastructure and services remain operational during severe weather events. With support from other levels of government, planning is underway for a community shelter to provide safety during cyclones and other emergencies. The actions outlined below demonstrate how our service delivery will contribute to a healthier environment and a stronger, more resilient Palm Island.

To ensure Council is on track to achieve its sustainability and environment objectives, we have included measures and targets that will shape Council's monitoring and reporting for this Focus Area.

Ref	Corporate objectives	What we will do
5.1	Animal management is effective in keeping our community safe	<ul style="list-style-type: none"> • Response to complaints and incidents related to feral and roaming dogs and horses • Wild and domestic animal management activities, including pig management • Develop an effective Animal Management Plan for managing domestic and wild animals on the Island
5.2	Pest and weed management is effective in preserving our natural environment values	<ul style="list-style-type: none"> • Develop and deliver an ongoing program to manage noxious pests and weeds, including surveys and spraying
5.3	Our community is resilient and well prepared for natural disaster events	<ul style="list-style-type: none"> • Work in partnership with Queensland Fire & Emergency Services, the State Emergency Service (SES) and the Local Disaster Management Group to ensure the Palm Island Local Disaster Management Plan and Local Resilience Action Plan remain contemporary and fit for purpose • Deliver a Drought Management Plan that addresses drought risks associated with the Island's water supply • Include consideration of a Coastal Hazards Adaptation Strategy in the Planning Scheme review (see 2,4) • Advocate to telecommunications providers to improve the Island's communications resilience and connectivity

5.4	Public health is promoted and maintained for the Palm Island community	<ul style="list-style-type: none"> • Respond to and act in accordance with local laws to activities that may have detrimental impacts to public health, including <ul style="list-style-type: none"> - Pest control - Mosquito borne disease - Sale and propagation of declared pests - Overgrown and unsightly allotments - Fire hazards - Lighting of fires in the open - Noise complaints - Other community safety hazards
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Sustainability and Environment						
Plan Number	Description	Start Date	End Date	When we plan to do it	Who is accountable	Sub-Delegate
5.1.1.1	Animal Control – Complaints Management <ul style="list-style-type: none"> • Early response to all calls and enquires received in relation to feral and roaming dogs and horses 	Jul 2026	Jun 2027	Ongoing	Rangers	Director AIO
5.1.2.1	Animal Management – Programs and Activities <ul style="list-style-type: none"> • Plan and undertake a series of activities to manage pest animals on the Island and communicate to the community 	Jul 2026	Jun 2027	Quarterly	Rangers	Director AIO
5.1.3.1	Animal Management – Plan <ul style="list-style-type: none"> • Commence discussions with the member Councils of the NQROC to obtain copies of individual Plans and develop an Animal Management Plan for domestic and wild animals 	Jul 2026	Jan 2027	Mar 2027	Director AIO	ELT
5.2.1.1	Noxious Pest and Weed Management <ul style="list-style-type: none"> • Plan and undertake a series of activities to manage noxious pest and weeds on the Island and communicate to the community 	Jul 2026	Jun 2027	Quarterly	Rangers	Director AIO

5.3.1.1	Local Disaster Management Plan <ul style="list-style-type: none"> With the assistance of the LDMG review the Local Disaster Management Plan 	Jul 2026	Oct 2026	Annual	CEO	LDMG Committee
5.3.1.2	Local Resilience Action Plan <ul style="list-style-type: none"> ELT to conduct a review of the Plan to ensure all possible projects are identified and included and present to Council for endorsement 	Mar 2027	Jun 2027	Annual	CEO	Council
5.3.2.1	Drought Management <ul style="list-style-type: none"> Develop a plan. 	Jul 2026	Jun 2027	Annual	Director AIO	ELT
5.3.3.1	Coastal Hazards Adaptation Strategy (CHAS) <ul style="list-style-type: none"> Ascertain if funding is available to undertake and prepare a CHAS for Palm Island 	Jul 2026	Jun 2027	May 2027	Director AIO	ELT
5.3.4.1	Telecommunications – Advocacy <ul style="list-style-type: none"> Mayor and CEO to continue advocacy with the telecommunications providers to upgrade the telecommunications on Palm Island 	Jul 2026	Jun 2027	As required	CEO	LDMG
5.4.1.1	Maintain Public Health <ul style="list-style-type: none"> Attend to community requests for assistance with maintaining public health through the use of local laws where necessary for enforcement when other approaches are ineffective 	Jul 2026	Jun 2027	Ongoing	Rangers	Director AIO

Pillar 3: Corporate Services

Leadership and Governance

Council is committed to setting a high standard of governance that underpins every aspect of its operations. Our focus is on strengthening planning and policy frameworks, implementing robust and transparent procurement protocols, driving place-based employment initiatives and maintaining our sound financial sustainability.

To achieve this, we will review our organisational structure to ensure roles are clearly defined and supported, enabling delivery on the commitments in our Corporate Plan. As a model council, we place the community at the centre of decision-making, enhancing engagement to inform planning, prioritisation, and resource allocation. Alongside updating legacy policies to keep them fit for purpose, we will invest in building local capability through training, professional development, and leadership pathways, ensuring a skilled and resilient workforce for the future.

The activities described below will support Council to achieve these leadership and governance objectives.

To ensure Council is on track to achieve its leadership and governance objectives, we have included measures and targets that will shape Council's monitoring and reporting for this Focus Area.

Ref	Corporate objectives	What we will do
6.1	Community participation is strengthened, and our community is informed and involved	<ul style="list-style-type: none"> Proactively and openly share information about Council activities, including regularly updating Council's website and responding to community enquiries in a timely way Develop and implement a community engagement strategy that assists Council in its community consultations and helps the community to understand what Council can and cannot do Deliver quality, appropriate, responsive Customer Service
6.2	Council has robust governance systems in place that support strong decision-making and empower people to act within clear boundaries	<ul style="list-style-type: none"> Facilitate the Palm Island Land Trust's functions to ensure it complies with its statutory obligations and works in the community's interests Review, update and develop the suite of governance policies and protocols to ensure strong governance practice across Council Ensure Council complies with all legislative requirements and timeframes Implement a Records Management system which enables compliance with Council's obligations under the <i>Public Records Act 2023</i> Facilitate Council's Audit & Risk Management functions in compliance with the <i>Local Government Act 2009</i>

6.3	Council operations are efficient and there is transparency and accountability in Council's financial management and spending decisions, with alignment to adopted budgets	<ul style="list-style-type: none"> • Prepare an annual Budget to resource each year's Operational Plan and ensure compliance with the adopted Budget through regular monitoring and reporting • Continue to review and improve Council's procurement processes to ensure they are fair, process driven and compliant with legislative obligations, and provide opportunities for local businesses to be engaged by Council • Administer contracts entered into by Council to ensure contract provisions are met by all parties • Administer Council's finances through contemporary accounting practices that meet Council, creditor and community requirements • Plan for and action Council's information technology to enable safe, reliable and efficient operations • Operate the mechanics workshop to effectively manage Council's fleet
6.4	Council responsibly plans for and manages its community and commercial assets	<ul style="list-style-type: none"> • Establish an Assets Management System for Council which enables community assets to be appropriately managed and maintained, and ongoing asset management costs to be accurately reflected in Council's financial planning and project prioritisation. • Develop and implement a Plan of Management for each of Council's commercial assets, including planning for future upgrades and reporting on performance • Deliver cleaning services across all Council buildings
6.5	Our elected governing body (councillors) is trusted by our community to listen, represent, lead and deliver, setting Palm Island up for future generations	<ul style="list-style-type: none"> • Publish Council Meeting Agendas and Minutes to promote transparency and accountability, and regularly report on the implementation of Council resolutions • Develop and implement a Councillor Professional Development Calendar, building the skills and capabilities of the governing body over its term and including an induction program to support the next incoming Council
6.6	Our Council serves and leads our community with transparency and accountability, and operations are aligned to the direction set in adopted plans	<ul style="list-style-type: none"> • Draft, consult on, adopt and implement a cohesive framework of plans that establish a clear direction and agreed standards for Council's service delivery
6.7	Council is served by a clear, agreed long-term strategy for the future	<ul style="list-style-type: none"> • Through engagement with our community and key partners, develop a forward-looking Strategic Plan that sets the direction for Palm Island for the next 50 years, linking local, regional and state priorities
6.8	Council has the right people, culture and capabilities to deliver the results our community needs	<ul style="list-style-type: none"> • Review and implement an organisational structure that is fit for purpose, aligning Council's workforce to its Corporate Plan, Council's vision and culture aspirations

6.9	Council's Workforce Management Plan enables delivery of this Corporate Plan and Council's annual Operational Plans	<ul style="list-style-type: none"> • Develop a contemporary Workforce Management Plan with actions that will progress achievement of Council's corporate objectives • Undertake succession planning for a sustainable, skilled workforce that enables intergenerational skills transfer • Implement a 'grow our own' leadership development program which includes opportunities for First Nations and youth leadership pathways • Identify and implement opportunities for cadetships, apprenticeships and traineeships across Council • Partner with Bwngcolman Community School to build local capacity through training and school-based apprenticeships • Deliver a Work Health & Safety program
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Leadership and Governance						
Plan Number	Description	Start Date	End Date	When we plan to do it	Who is accountable	Sub-Delegate
6.1.1.1	Website <ul style="list-style-type: none"> • Undertake an annual audit of the website to ensure that compliance is being met in all regards utilizing the Checklist readily available 	Jul 2026	Jun 2027	May 2027	Governance Officer	ELT
6.1.2.1	Community Engagement <ul style="list-style-type: none"> • Commence the drafting of a community engagement strategy 	Jul 2026	May 2027	May 2027	CEO	ELT
6.1.3.1	Customer Service <ul style="list-style-type: none"> • Development of a Draft Customer Service Charter, consult with the community and 	Jul 2026	Sept 2026	Sept 2026	Administration Manager	Director CCED
6.2.1.1	Palm Island Land Trust <ul style="list-style-type: none"> • Conduct regular meetings of the Land Trust in accordance with the Governance Arrangements established for the Land Trust 	Jul 2026	Jun 2027	Monthly	CEO	Governance Officer

6.2.2.1	Good Governance <ul style="list-style-type: none"> Ensure that policies are reviewed in accordance with the Corporate Policy Framework 	Jul 2026	Jun 2027	Monthly	Governance Officer	ELT
6.2.3.1	Legislation Compliance <ul style="list-style-type: none"> Undertake an annual review of the Council Policies, Plans, Registers and processes against the Compliance Checklist from the Department (LG Central) 	Apr 2027	Jun 2027	Annually	Governance Officer	CEO
6.2.4.1	Records Management <ul style="list-style-type: none"> Review the Briefing Paper provided by the Non-Statutory Governance Advisor as part of the work done through the assistance from the State Government. 	Oct 2026	Dec 2026	Second Quarter	Governance Officer	CEO
6.2.5.1	Audit and Risk Committee <ul style="list-style-type: none"> Develop and adopt an Internal Audit Plan for the current and additional two financial years Review the Audit and Risk Committee performance at the end of each year 	Jul 2026	Jun 2027	Annual	Governance Officer	CEO
6.2.5.2	Audit Committee <ul style="list-style-type: none"> Audit Committee meeting schedule confirmed for financial year and updated as appropriate. Audit Committee meetings held in accordance with schedule. Audit Committee reviews the internal audit function, internal audit progress reports, draft financial statements, enterprise risk management frameworks and risk registers and other items as identified. 	Jul 2026	Jun 2027	Quarterly	Governance Officer	CEO
6.3.1.1	Annual Budget <ul style="list-style-type: none"> Adoption of the annual budget in line with delivery of services and capital works included in the various strategic plans of the Council 	Jul 2026	Jun 2027	On-Going Monthly Reporting to Council	Director CCED	ELT

6.3.2.1	Procurement <ul style="list-style-type: none"> • Maintain registers of pre-qualified suppliers for: <ul style="list-style-type: none"> ○ Trades & Services ○ Plant Hire ○ Quarry & Construction Materials ○ Mechanical, Auto-electrical, Tyres, Tubes & Associated Services 	Jul 2026	Jun 2027	Annually	Chief Financial Officer	Director CCED / ELT
6.3.2.2	Procurement <ul style="list-style-type: none"> • Quarterly reporting on procurement by volume, value, and ROPS engagements, where applicable 	Jul 2026	Jun 2027	Quarterly	Finance Manager	Director CCED / ELT
6.3.3.1	Contract Administration <ul style="list-style-type: none"> • Ensure that all contracts are effectively managed and administered for projects undertaken by contractors on behalf of Council • Report any amendments to contracts and performance matters of concern at the earliest possible time 	Jul 2026	Jun 2027	On-Going	Contracts Administrator	Director CCED
6.3.4.1	Financial Management <ul style="list-style-type: none"> • Ensure controls are in place to ensure that Council is paying its creditors in a timely manner, that cash flow is managed effectively and investments are taken full advantage of 	Jul 2026	Jun 2027	Monthly	Director CCED	ELT
6.3.5.1	ICT Network – Enterprise System <ul style="list-style-type: none"> • Review the opportunities to upgrade the Enterprise System to CI Anywhere with Technology One 	Jul 2026	Jun 2027	Monthly	Director CCED	ELT
6.3.5.2	ICT Network – CCTV Security and Monitoring <ul style="list-style-type: none"> • Maintain and upgrade the CCTV Network as funds become available 	Jul 2026	Jun 2027	Quarterly	IT Coordinator	Director CCED
6.3.6.1	Council Workshop <ul style="list-style-type: none"> • Develop a schedule for maintenance of council fleet to optimize the fleet use and report monthly 	Jul 2026	Jun 2027	Monthly	Manager Fleet and Mechanic	Director AIO ELT

6.4.1.1	Asset Management Planning <ul style="list-style-type: none"> Asset Management Plans are reviewed annually to ensure sufficient maintenance and renewals are incorporated into the budget to maintain the service levels outlines in the Asset Management Plans and Strategies 	Jul 2026	Jun 2027	Annual	Director AIO	ELT
6.4.2.1	Commercial Property Management and Planning <ul style="list-style-type: none"> Development of facility management plans for all commercial property including management of the commercial property and oversee the Management Plans on a regular basis 	Jul 2026	Jun 2027	Monthly	Director CCED	ELT
6.4.3.1	Council Facilities cleansing <ul style="list-style-type: none"> Maintain the regular cleaning of facilities for the 2026-2027 year Consider an annual commercial clean of all council facilities through the calling of quotes from interested businesses 	Jul 2026	Jun 2027	Monthly	Director AIO	ELT
6.5.1.1	Council Meetings <ul style="list-style-type: none"> Meeting agendas and minutes are released to Councillors and the community in accordance with the provisions within the legislation 	Jul 2026	Jun 2027	Monthly	Governance Officer	CEO
6.5.2.1	Professional Development – Elected Members <ul style="list-style-type: none"> Development of a professional development calendar for the courses and conferences available to elected members during their term as elected representatives for Palm Island 	Jul 2026	Jun 2027	Monthly	CEO	Governance Officer
6.6.1.1	Strategic Plan Review <ul style="list-style-type: none"> Collate all the current strategic documents and map alignment and identify gaps in the various strategies 	Jul 2026	Jan 2027	Mid-Year	CEO	ELT

6.7.1.1	Long-Term Strategic Plan (50 Years) <ul style="list-style-type: none"> Commence planning for the development of a longer-term community plan out to 50 years 	Apr 2026	Jun 2027	Final Quarter	CEO	ELT
6.8.1.1	Organisational Structure <ul style="list-style-type: none"> Conduct a review of the Organisational Structure to ensure it remains fit for purpose following appointment of the senior executives approved within the structure 	Jul 2026	Jun 2027	Third Quarter	CEO	Manager People and Capability
6.9.1.1	Workforce Management Plan <ul style="list-style-type: none"> Liaise with the LGAQ in regards the work that has been undertaken on behalf of Queensland Councils in relation to development and implementation of Workforce Management Planning 	Jan 2027	Mar 2027	Second Quarter	Manager People and Capability	CEO
6.9.2.1	Succession Planning <ul style="list-style-type: none"> Undertake a review of the positions at PIASC and identify positions that require succession planning to ensure continuity of service delivery when these positions become vacant 	Mar 2027	Jun 2027	Last Quarter	Manager People and Capability	CEO
6.9.2.2	Succession Planning <ul style="list-style-type: none"> Identify staff that would have the capacity to backfill and eventually fill vacancies as they occur and invest in their ongoing professional development 	Mar 2027	Jun 2027	Last Quarter	Manager People and Capability	CEO
6.9.3.1	Grow our Own Leadership Program <ul style="list-style-type: none"> Identify and seek out potential leaders within the workforce and the community and develop a leadership program to avail the future leaders identified the opportunity to increase their skills and knowledge 	Jul 2026	Jun 2027	Quarterly	Manager People and Capability	CEO
6.9.4.1	Council Cadetship Program <ul style="list-style-type: none"> Investigate the programs that are currently available for staff through the LGMA and LGAQ and identify those that may be suitable to establish a Cadetship Program 	Apr 2027	Jun 2027	Last Quarter	Manager People and Capability	CEO

6.9.5.1	Training and School Based Apprenticeships <ul style="list-style-type: none"> • Contact the local schools to ascertain if training and school-based apprenticeships are supported through the current curriculum 	Oct 2026	Dec 2026	Second Quarter	Manager People and Capability	CEO
6.9.6.1	Workplace Health and Safety <ul style="list-style-type: none"> • Council facilitates and ensures the training/accreditation of HSR (Health & Safety Representatives) • Council establishes and provides resources for a WHS Committee • WHS Committee meetings held 6 times per year 	Jul 2026	Jun 2027	On-Going	WHS Advisor	Manager People and Capability