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Acknowledgements

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ABOUT THIS PLAN

The Mapoon Aboriginal Shire Council Corporate Plan 2020--2024 updates the Mapoon Aboriginal Shire Corporate Plan 2016--2020, adopted in February 2016. The update allows Council to consider capital and operaTng prioriTes and associated resources within the parameters of the Mapoon Aboriginal Shire Council Corporate Plan 2020--2024 when determining the annual operaTng plan and budget for forward years.

OUR VISION

Queensland’s most, healthy, culturally rich and sustainable remote region.

OUR PURPOSE

To serve the remote, pristine community with distinction and opportunity.

OUR VALUES

Working with our community. Creating a strong future. Rising from the ashes.



OUR GOALS

- A resilient region shaped by sustainable planning.
- Protection and enhancement of our natural landscapes.
- Transitioning to a quality, sustainable and affordable way of living.
- Responsive, accessible and well managed assets and infrastructure
- Transitioning to a sustainable and affordable way of living.

OUR PATHWAY

Together we thrive. In our community, people are included, treated with respect and opportunities are available to all.

- Healthy and active communities.
- Vibrant community places and spaces that are inclusive, accessible and adaptable.
- An inclusive community, with opportunities for everyone.
- Connected, resilient communities, with the capacity to respond to local issues.
- Creative and innovative.



OUR FOCUS

Mapoon Aboriginal Shire Council aims to be a quality, innovative and customer-focused organisation marked by good governance, great people and regional leadership.

Our council has a reputation for implementing innovative and creative solutions for future service delivery.

We believe in a collaborative approach; proactive partnerships with community, business and government while upholding accountable leadership that enables Councillors, individuals and teams to be their best.

We strive for service excellence; respecting and valuing our customers, listening to their needs.



Indigenous population 92 %

↑ represents 10,000 people

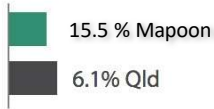
Council has inspirational and transparent leadership based on integrity, and highly ethical conduct is embedded in Council's culture.



Median Age Qld 37 years



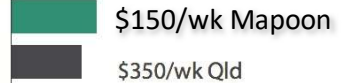
Unemployed



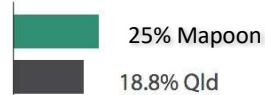
Median Total Family Annual Income



Median 3 bedroom house rent



Volunteers



"We will continue to deliver extremely high quality services and programs to build an even stronger and more connected community." CEO Naseem Chetty

“Mapoon Aboriginal Shire Council continues to demonstrate the strength of regional collaboration as Governments joined together to deliver some of the biggest and most exciting projects in the organisation’s history. Council will work hard over the coming year to help coordinate more effective services; we have to take control of the services that are being delivered in our community to ensure the best possible outcome for our people,” Mayor Aileen Addo.

A message from the MAYOR

The Mapoon Aboriginal Shire is evolving as one of Australia’s leading remote, Top End regions, and our Council is playing its part in shaping a future that maintains and enhances the region’s outstanding natural assets, strengthens the social fabric of our communities and generates jobs and prosperity for current and future generations.

This is the heart of our Council’s vision for the Mapoon Aboriginal Shire: rising from the ashes to be Queensland’s most culturally rich and sustainable Top End region.

Council’s vision underpins our approach to engagement with our community and the value we place on our environment.

Our vision is designed to deliver future prosperity and wellbeing for our residents; and I firmly believe we have created very exciting and constructive developments.

Through hard work, my fellow councillors, executives and staff, have successfully achieved securing funding for our community church, aged care facility, emergency services facility, animal health facility, upgrade of our airport with lighting, upgrade of Thungu Road, 7 social houses, cultural centre, 4 staff accommodation, barge landing, splash park, community gym, and 11--bed visitor accommodation.

This has been a very busy year lobbying for funding, planning, and development of our master plan, concept plans for new infrastructure, and consultation with my fellow community to achieve desired outcomes.

The unity and support of my community enable us to be innovative entrepreneurs resulting in new business through tourism and other sectors.

The Council is focused on promoting the region and by working together we offer a strong and diverse range of opportunities for potential visitors and investors.

While our core business remained firmly focused on the key areas of Customer Service, Economic Development, Infrastructure and Planning, and Health and Environment, we’ve also investigated new ways to further the interests of Far North Queensland (FNQ).

Finally, I look forward to working with you all to improve outcomes and help make changes that will ensure greater opportunities for our residents, *particularly our young people*, to remain in the region to pursue worthwhile careers, as well as being able to access the facilities and services they require.

We will continue to be a dynamic organisation within the local government Queensland landscape and maintain progress.

Mayor Aileen Addo

A message from the CEO

The Corporate Plan is our principal planning document.

It outlines the strategic direction, goals, challenges and priorities for the Mapoon Aboriginal Shire Council.

This important document focuses on planning future work and outlines how we will achieve our goals against our stated purpose.

We operate in a dynamic environment, so this plan will be reviewed every five years, allowing us to continue to refine and adapt our efforts and ensure we remain on track.

We will continue to empower our community to live healthy and active lifestyles, while focusing on ensuring the region progresses.

We believe in strengthening Mapoon to be an inclusive, accessible, adaptable place that meets the needs of people of all ages, abilities and backgrounds.

We will work hard to strengthen connections and opportunities for all people in our community, striving to be better connected, resilient and creative.

As we move into the 2020's, Mapoon is experiencing exciting times, well placed to meet the demands of a growing community.

One of the smallest and most remote Councils in Australia, our team continues to grow and provide opportunities for its people under Mayor Addo's leadership.

I look forward to working closely with Council and the community to build a better tomorrow, implementing the plan for the future benefit of all residents.

CEO Naseem Che9y

"MASC, led by Mayor Addo, has an ongoing commitment to transparency while ensuring that Mapoon is well placed to meet the demands of the community. Council currently delivers an extensive range of essential and community services, focusing on sustainable job creation for our indigenous residents," CEO Naseem Chetty.





YOUR COUNCIL TEAM

As the community's elected representatives, Councillors are responsible for making decisions that guide the future of the region as well as those that respond to the more immediate needs within their divisions.

Councillor portfolios focus on the whole of the region and reflect areas of strategic importance to Council and the people of the Mapoon Aboriginal Shire, facilitating engagement with the community on its priorities and services; and supporting productive and professional external relationships within the organisation.

MEET YOUR COUNCILLORS FOR TERM 2020 --- 2024 --- LED BY MAYOR ADDO

1. **Cr ADDO Portfolio:** Emergency Services, Community Events, and Housing, Health and Aged.
2. **Cr HUDSON Portfolio:** Member for the WCCA, Alcan Ely Bauxite Mine Trust, and Community Events.
3. **Cr BRAUN Portfolio:** Enterprise Development, Education, and Community Events.
4. **Cr De JERSEY Portfolio:** Land and Sea, Community Safety and Justice, and Community Events.
5. **Cr MARA Portfolio:** Community Services, and Community Events.





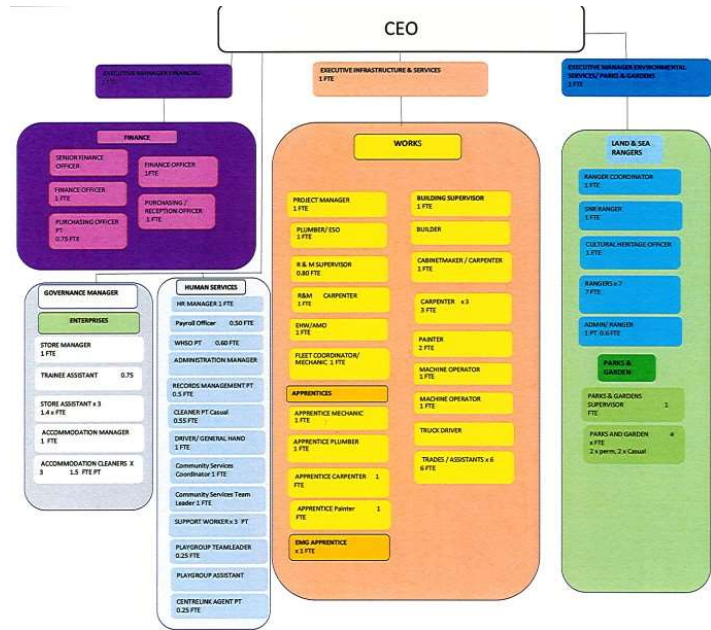
OUR PEOPLE

As one of the region’s largest employers, with over 100 employees, we are creating an outstanding and high performing organisation. We are an inclusive and diverse workplace, where our people are the driving force behind the services provided to our community.

We are going above and beyond for our community, and every one of our employees is motivated and committed to the long-term future of the region.

In striving to become an outstanding organisation we have a clear purpose, great leadership and great people, backed by a genuine commitment to our customers.

We are continuing to invest in our people and build the capabilities and skills required to meet the challenges of tomorrow.



MONITORING PROGRESS

Monitoring and reporting to our community Council’s Corporate Plan will be reviewed annually to ensure it retains its currency and relevance for our community.

This annual review will be undertaken to maintain the direct line of sight between Council’s strategic direction and the prioritisation of resources to services, programs and projects through the annual operational planning and budget development process.

Our performance monitoring and reporting is underpinned by the organisation’s values; respect for each other, being our best, working as one team, high standards and service excellence.

Performance measurement is about the continuous improvement of Council services.

Our organisation is proud of the quality of its services and strives to maintain those high standards for our community.

Annual reviews of the outcomes achieved through implementation of supporting strategies, community surveys, and feedback, are important mechanisms by which Council monitors progress towards our vision.



REGION SNAPSHOT

The Mapoon Aboriginal Shire Council provides a range of services to the remote community of Mapoon and the surrounding geographical region. This area stretches from the southern bank of Skardon River (in the north) down to the northern banks of the Pennyfather River (in the south), Incorporating the lower delta reaches of the Ducie River and Wenlock River systems.

The shire is built off of the foundations of the former Presbyterian Mission on Cullen Point and the township/administration centre is situated approximately 85 km north of Weipa and the Rio Tinto mining operations --- which is approximately a 1 hour drive from the Weipa airport.

MASC is responsible for the delivery of the following services: Council Administration, Waste Management, Water Management, Community Store and Service Station, Land & Sea Services, Aged Care services, Accommodation as well as contracted works linked to construction and maintenance programs.

According to 2016 census data there are 317 people who reside in Mapoon where there are 118 families and Council is the largest employer. 77 people are employed in different fields of work in Mapoon, which is only 30%, and the rest are dependent on social welfare. One of the major factors of unemployment is lack of enterprise to boost our economy and Council will be actively lobbying to ensure that there is ample business to sustain employment for Mapoon residents.

The overall vision of Mapoon Aboriginal Shire Council is to provide sustainable, respected and vibrant leadership by forming strong partnerships with our community and advocating for regional and local issues. We are passionate about creating a sustainable future for the people of Mapoon and the generations to come.



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Mapoon Aboriginal Shire Council



STRATEGIC PATHWAY FOR MAPOON: RISING FROM THE ASHES

- **A collaborative workplace culture with engaged, energised and skilled people professionally ready for the future**
- **Investment in core capabilities and opportunities for staff to lead, learn and grow**
- **Strong and accountable leadership enabling Councillors, individuals and teams to be their best**
- **Collaborative, proactive partnerships with community, business and government**
- **A reputation for implementing innovative and creative solutions for future service delivery**
- **Information, systems and process underpin quality decisions and enhance the customer experience**
- **A financially sustainable organisation**

2020 --- 2024 PRIORITIES

Delivering an organisation that is responsive to the needs and expectations of the community.

Council is committed to representing the interests of the region with ethical and robust governance, reinforced with informed decision making that meets community expectations.

Our organisation prides itself on establishing a positive culture that is supported by strong values and behaviours.

We are building a solid Reputation for implementing innovative and creative solutions across all areas of our organisation and in the delivery of our services.

Our innovative approach will be further strengthened over the life of this plan.

Our policy and governance framework are supported by continual improvement and reinforcement that is embedded through training and educational programs as part of an ongoing awareness action plan for Councillors and employees.

We are working hard for community, streamlining services and building opportunities.

OUR COMMITMENT

We are focused on delivering excellent customer experiences to Mapoon residents.

Focusing on our customers improves our services and increases community expectations.

This only pushes our organisation toward betterment with a continual strengthening of our capabilities, accountability, transparency and leadership to maintain an ongoing confidence in the integrity and effectiveness of Council.

Council prides itself on its ethical and robust governance culture and the practice of good governance is critical for ensuring Council meets its legislative compliance obligations, acts ethically and makes decisions in the interest of the community and its stakeholders.

Moving forward into the 2020's, a key priority for Council will be to ensure the region continues to appropriately plan for growth while ensuring a higher quality of life is achieved, while preserving the region's rich natural assets that make our Top End community one of Australia's most treasured and authentic visiting areas.

In final, Council is managing the demands on its business by taking region-wide transformation of our workplaces and the way we work.

We need to remain agile to ensure we are delivering excellence through to you, our Mapoon residents.

Mapoon Aboriginal Shire Council		Corporate Plan – 2020 to 2024		
Outcome	Strategic Action	Responsibility	Target	Measures
1 Community and Cultural Diversity				
Our priority to build a safe, health and equitable community that celebrates diversity and enjoys a quality lifestyle.				
1.1 Corporate Plan Outcome - Creative educated community				
1.1.1	Identify and promote opportunities for art, cultural expression and the development of creative industries.	CEO & CSC	Planning of the upcoming Paanja festivals, ensuring committee are well placed to run an exceptional event.	Engagement from local residents and surrounding region.
1.1.2	Do the community cultural facilities and programming meet the needs of the community and regional development.	CEO	Ensure funding applications are submitted to maximise arts funding.	Cultural Precinct. Funding application sent 90% of funding allocated.
1.1.3	Provide contemporary library facilities, cultural keeping places and services across the regions to meet the needs of the community	EMES	Cultural keeping place maintained while funding is sourced to create appropriate facility.	Maintain register of cultural artifacts. Liaise with State Libraries Queensland to provide support and training to staff.
1.2 Corporate Plan Outcome - Active, healthy community				
1.2.1	Plan and provide integrated and accessible network of open spaces.	EMES & CSC	Calendar of events. Community engagement policy and implementation of S & R Masterplan.	Maximum participation from local residents.
1.2.2	Plan and provide facilities and programs that enable participation in sport and recreation.	EMES & CSC	Development and Council approval for appropriate maintenance plan for the following activities: S & R Oval, S & R Hall, Recreational Playgrounds, Blanco Park, Splashpark, Cullen Point Camping Facility, Cullen Point Boat Ramp.	MASC Sport & Recreation Masterplan and implementation plan completed in partnership with PCYC, Qld Sports & Recreational Organisations. Exceptional management of facilities and recreational spaces and public facilities - WHS compliance.
1.2.3	Establish partnership with stakeholders to increase opportunity for participation in sport and recreation.	Governance & CSC	Consultation with PCYC, My Pathways, Kuku-nathi Services, Apunipima, OMAC, RAC, Qld Health and CIG.	Review of management strategy yearly from December 2020.
1.3 Corporate Plan Outcome - A safe, sustainable and resilient community				
1.3.1	Maintain and improve health standards including food safety, immunisation and public health.	CEO & Governance	Ensure that Apunipima and Qld Health have appropriate facility for the delivery of services.	Apunipima Health Services building development to be completed.
1.3.2	Maintain and improve environmental standards including pest management and animal control.	HR & Governance	Develop strategy to implement council animal management local laws. Which will entail, community education, awareness, implementation and enforcement.	Upskill and provide certified training and qualification to local staff. Training register maintained.
1.3.3	Improve community safety through design, information and programs.	HR & Governance & EMIS & CSC	Reduce number of stray and wild animals and continue regular vet visit to Mapoon.	Regular Vet Visits.
1.3.4	Enhance disaster management preparedness and capability in collaboration with the community.	CEO & MTIS	Maintain good working relationship with Qld Police and ensure the Police Liaison Officer Mapoon is filled and effectively delivers services to Mapoon.	Continued employment of Mapoon Police Liaison Officer.

1.3.5	Develop and implement effective community information and education programs in collaboration with key Community stakeholders.	CEO & HR	Update current LDMG Plan to ensure that currently developed Pandemic Plan is included. Continuous improvement of safe food handling strategy. Scheduled EHO visits to inspect food premises and provide guidance on a regular basis. Follow up with Qld Police for Police presence in Mapoon. Continue to facilitate LDMG Meetings and training. Update of MASC website. Maintain MASC social media and website. Continually update Council information services. Research funding opportunities for Community Radio. Implementation of annual work plan.	Recruit train and retain staff to provided SES Services. Continue to update council website to provide exceptional communications in our remote region.
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1.4 Corporate Plan Outcome - A connected and inclusive community				
1.4.1	Build social capital through provision of accessible community infrastructure and programs.	CEO & EMIS	Development of Multi-Purpose centre, church, Splashpark, Café, Fitness Centre, aged care, staff and community housing. Old Mapoon Model village, and bargelanding and boat ramp.	Funding for multi-purpose centre 90% secured. Church funding secured; project commenced. Splashpark, Care and fitness centre 100% complete.
1.4.2	Provide equitable access to and advocate for a range of services, programs and facilities to address disadvantage and foster inclusion.	CEO & EMIS	Streetlighting, CCTV, Recreational Parks, Youth engagement program, Community Library, Bike and walking paths and Cemetary expansion.	Complete Multipurpose centre, church and aged care facility. Continue to source major funding for projects identified through the 2020's to ensure betterment.

2 Financial Management and Governance

We are striving to ensure council is well governed, transparent and responsive while providing effective leadership, financial management and a high quality governance division.

2.1 Corporate Plan Outcome - Responsible Financial Management with efficient and timely cost controls				
2.1.1	Implement, maintain and monitor effective financial and cost control systems.	EMF	Meet legislative requirements. Complete annual and financial statements within timeframe. Prepare annual budget prior to august.	Council adopt annual budet and associated policies, ensuring statutory and legislative guidelines and meeting target dates are met.
2.1.2	Provide timely and comprehensive reporting of financial position.	EMF	Report Financial to Council and Funding agencies.	Detailed monthly reports provided to council Outlining financial position.
2.1.3	Require strict accountability for all financial commitments and expenditure.	EMF	Main and update procurement and purchasing policies in line with legislation.	Council receive unqualified audit each year from external auditors.

2.2 Corporate Plan Outcome - Council Sustainability vs business operations				
2.2.1	Maintain Annual Budget.	EMF	Ensure expenditure is within local government guildines and in line wit procurement policies.	Continually monitor Council budget and report to Council.
2.2.2	Maintain a 10-year Strategic Financial Plan.	EMF	Create financial plan and review on annual basis.	Review and maintain financial plan.
2.2.3	Develop a 10-year Asset Management Plan.	EMF	Regular reiew of all Council assets.	Continue to achieve successful levels of funding.
2.2.4	Actively lobby, apply for and obtain State and Federal Government funding and grants.	CEO and All Executive Managers	Ensure plant and equipment is serviced regularly. Submit funding applications from within Councils administrative function.	Continue to achieve successful levels of funding.

2.3 Corporate Plan Outcome - A Shire governed in consultation and partnership with the community

2.3.1	Ensure leadership and decision making is transparent, accountable and represents the current and future interests of the region's communities.	EMCS	Review and update Community engagement strategy. Develop and coordinate community events through the Community events committee.	Engagement strategy approved and implemented, reviewed every 6 months. Record number of partnership and activities held.
2.3.2	Implement effective community consultation processes that enable participation, engagement and collaboration.	EMCS	Development communication strategy for approval by Council.	Communication strategy developed with stakeholders and approved by Council.
2.3.3	Develop and maintain community participation, partnerships, and volunteer programs.	EMCS	Community events committee regularly meet to workshop community engagement opportunities.	Customer service feedback strategy, complaints register, suggestion box implemented.
2.3.4	Implement an effective information and education program to encourage community participation in decision making and build social capital.	EMCS	Provide information to the community through variety of information mediums.	Continue to increase amount of information posted on social media, website and information display boards.

2.4 Corporate Plan Outcome - Responsive and efficient customer service delivery

2.4.1	Continually review and enhance service delivery to ensure Council's responsiveness to customer and community expectations.	EMCS	Customer service review and feedback strategy.	Council continues to promote culture of continuous improvement which exceeds customer and community expectation.
2.4.2	Work collaboratively across Council to provide effective, efficient and coordinated outcomes.	EMCS	Continuous liaison and promotion of community feedback to address issues and improve processes.	Increase in community involvement and number of community events.
2.4.3	Build a culture of continuous improvement which recognises best practice	CEO	Development of continuous improvement strategy and timely review of procedures.	Positive feedback and community engagement.

2.5 Corporate Plan Outcome - Strategic management of Council

2.5.1	Develop and implement local laws, policies, standards and codes in accordance with legislative requirements and ensure compliance.	EMCS	Employ local laws office.	Continual review of council policies, procedures and codes on annual basis.
2.5.2	Implement integrated strategic planning approaches across Council, including efficient and effective risk management.	EMCS	Risk management plan.	Review and update as necessary.
2.5.3	Implement sustainable financial management and effective procurement practices continuous improvement which recognises best practice.	EMFS	Financial management plan and procurement policy.	Update plan an policy and seek council approval annually.

3 Intelligent Economy

Mapoon Aboriginal Shire Council is striving to create a sustainable and innovative remote economy; creating industry development and greater employment opportunities through arts, tourism and business.

3.1 Corporate Plan Outcome - A strong and diverse economy

3.1.1	Council work with State and Federal government to identify economic development opportunities.	CEO	Though consultation with stakeholders, create economic plan to identify oportunities available witin the shire.	Increase in employment opportunities.
3.1.2	In partnership promote the region by supporting the growth of new and existing businesses.	CEO	Opportunities for businesses. Create local growth.	Increase in number of shire residents employed in new businesses.
3.1.3	Ensure planning and infrastructure supports future economic growth.	EMIW	Infrastructure and asset manament plan developed and implemented.	Ensure asset management plan is updated and reviewed.
3.1.4	Promote and develop Mapoon Aboriginal Shire as a unique destination and to manage tourism in a sustainable way.	EMCS		Implement the Economic Development Plan and Tourism Development Strategy

3.1.5	Source business planning and capital funding to advance identified economic development opportunities.	CEO	Charcoal Plant, Barge Operations, Water Bottling Plant, Townscape Upgrades and new Caravan Park.	Ensure feasibility studies and planning undertaken and developed through engagement with Government Departments and relevant stakeholders by June 2024.
3.2 Corporate Plan Outcome - Employment opportunities for residents are increased.				
3.2.1	Actively support projects which have a high local engagement component.	CEO & EMCS	Continuous sourcing of projects that stimulate investment and small business. Increase communication and transportation networks to develop business initiatives.	Increase in employment opportunities.
3.2.2	Actively engage and support empowerment related projects and organisations which provide employment opportunities for shire residents.	CEO & EMCS	Advocate and lobby for community to a wider audience to develop business initiatives in Mapoon.	Increase in number of shire residents employed in new businesses.
4 Infrastructure and Assets				
A well planned and maintained infrastructure network that is sustainable and enhances quality of life while supporting growth in high value industries.				
4.1 Corporate Plan Outcome - Integrated and timely provision and management of sustainable infrastructure and assets.				
4.1.1	Develop a Strategic Infrastructure and Asset Management Plan to guide the provision, maintenance, decommissioning, replacement and enhancement of Council assets and infrastructure.	EMIS	Infrastructure and asset management plan monitored and amended as required.	Adoption of plan by Council.
4.1.2	Plan and implement urban improvement works which enhance local character and identity, conserve and improve the region's streetscapes and provide iconic parkland.	EMIS & EMCD	Identify area in high rise development suitable for recreational park.	Council approval and successful funding submission.
4.2 Corporate Plan Outcome - A safe and sustainable transport network.				
4.2.1	Plan and deliver a safe, sustainable, and efficient road network.	EMIS	Continue to maintain and upgrade sealed and unsealed roads within the shire.	Council on going commitment to community safety.
4.2.2	Plan and deliver safe and effective stormwater management outcomes and a flood resilient region.	EMIS	Identify and maintain community drainage system register.	Reviewed annual November under maintenance work plan for upcoming wet season.
4.2.3	Plan and deliver safe, sustainable, and efficient aerodrome services.	EMIS	Compliance with CASA & government legislation.	Completion by December 2023.
4.3 Corporate Plan Outcome - A safe and sustainable water network.				
4.3.1	Plan, deliver and manage efficient and sustainable, high quality, water supply systems.	EMIS	Compliance with DNRME. Completion of Mapoon water upgrade major project.	Reduction in water usage and wastage.
4.3.2	Advance water use efficiency and water cycle innovation throughout the region.	EMIS & ESO	Community education and training regarding the benefits of safe water usage.	Ongoing community awareness and education to community by Council staff and training sessions.
4.4 Corporate Plan Outcome - Sustainable waste management.				
4.4.1	Deliver and manage efficient and sustainable waste and resource management services.	CEO	Complete Mapoon landfill expansion project.	Completion of Mapoon landfill project in line with funding agreement.
4.4.2	Plan and deliver an integrated waste infrastructure network.	CEO	Monitor existing and future waste facilities.	Compliance with environment and planning authority.
4.4.3	Minimise the impacts of waste generation through modified consumer behaviour, effective recycling infrastructure and practices, and the reduction of emissions from landfill.	EMIS	Community education and training regarding the benefits of reducing and recycling waste.	Landfill reduction.

4.5 Corporate Plan Outcome - A sustainable sewerage network.				
4.5.1	Plan, deliver and manage a high-quality sewerage network and treatment facilities.	CEO	Consult with community and Council regarding implementation of sewerage network for Mapoon.	Cost effectiveness.
4.5.2	Effective and efficient use of recycled water.	EMIS	Reasibility study for recycled water system in Mapoon.	Cost effectiveness and funding opportunity.

4.6 Corporate Plan Outcome - Community Housing.				
4.6.1	Development of a Master Plan to address the housing needs to community.	CEO & EMIS	Continue to lobby and advocate for sufficient community housing to recude overcroding.	Complete next stage of social housing new builds in line with funding timelines.
4.6.2	Community awareness for home ownership and empower community through home ownership.	CEO	Continue to provide advice and support to community to assist with home ownership.	Increase in number of homeowners in Mapoon.
4.6.3	Promote Council engagement in development of new homes in Mapoon to maintain aura of Mapoon.	CEO	Maintain aesthetic aspect of housing construction in Mapoon.	Present plans to Council for approval.
4.6.4	Appropriate street signage and house numbering system.	EMIS	Develop house number system for Mapoon.	Review by December 2020.

5 Organisational Culture

A responsive Council with focus on innovation and safety through collaboration.

5.1 Corporate Plan Outcome - Responsive and effective service delivery.				
5.1.1	Foster appropriate corporate culture that aligns with Council's Mission, Values and Behaviours.	EMCS	Positive communication and collaboration with employees.	Promotion of positive work environment through development of key internal procedures and team building activities.
5.1.2	Develop and maintain healthy and safe working conditions and regularly review workplace health and safety practices.	EMCS & HR	Safe working environment.	WHS training and awareness.
5.1.3	Deliver professional development opportunities and pathways for all employees.	EMCS	Skilled workforce and strong governance framework.	Updates skills and training matrix for all employees.
5.1.4	Support business operations with effective workforce planning including recognising emerging technologies and transitioning employment opportunities.	EMCS	Skilled workforce and strong governance framework.	Implementation of succession pathway into corporate structure to ensure skill sharing and acting opportunities.
5.1.5	Information sessions for all Council staff on workplace, health & safety policy and procedures.	EMCS & HR	Stringent recruitment procedures and workplans for employees.	HR performance appraisals, Staff operations manual, Personal Training plans.

6 Environmental Management

Maintain high environmental tandards reflective of our cltural resonsibilities and in line with legislative requirements.

6.1 Corporate Plan Outcome - All community land is protected.				
6.1.1	Plan and manage open space, parkland and natural areas to eradicate pests and noxious weeds and promote biodiversity, water quality and community use.	EMES	Environmental program continuation, monitoring foreshore control, weed control, pest control and maintaining native environment.	Reduction of pests, weeds and introduced species, ongoing provision of community beautification program.
6.1.2	Implement Parks & Gardens Program.	EMES	Source funding to successfully provide local employment and parks and gardens services to Mapoon.	Cost neutral effective community services.
6.2 Corporate Plan Outcome - Maintaining Land and Sea Ranger services.				
6.2.1	Long term plan including employment, activities in consultation with community groups.	EMES	Continue to provide Land and Sea services to the shire.	Program retention.

6.2.2	Maintain active network with funding groups to ensure future funding.	EMES	Lobby funding agencies to continue to fund program services	Program retention.
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6.3 Corporate Plan Outcome - Natural Resources Management Plan maintained and implemented.

6.3.1	Development of appropriate policies and tools to ensure Natural Resource Management is clearly understood and implemented.	EMES	Review Land and Sea workplan to ensure compliance is maintained.	Program retention.
6.3.2	Work in partnership with stakeholders to identify appropriate economic opportunities which will add value to the shire and residents.	EMCS	Lobby for agricultural and environmental enterprises created in Mapoon.	New business opportunities in shire.
6.3.3	Work in partnership with respected stakeholders to develop the appropriate plans and operational arrangements.	EMES	Continue to maintain close partnersip with OMAC, WCCCA and Traditional Owner groups from the region.	Ensure MOU's are in place with relevant stakeholder groups.

7 Community Wellbeing

Ensuring Council is integarted and connected with residents will ensure positive growth; respective of environental and heritage values.

7.1 Corporate Plan Outcome - Services Improvement

7.1.1	Community consultation and strategic approach to community health and wellbeing.	EMCS	100% completion.	Continuous improvement of councils communication and information networks with community.
7.1.2	Appropriate facilities developed to engage community wellbeing at various levels.	EMIS	100% completion.	Maintain facilities and create infrastructure to ensure that community have higher level of well being and healthy lifestyle choices.
7.1.3	Strategic approach to Community Health and wellbeing - in partnership with and lobby for porvision of service to the need of Mapoon Shire.	CEO	100% completion.	Continue to maintain all effiencieis in all Council provided services in Mapoon.

7.2 Corporate Plan Outcome - Mental wellbeing.

7.2.1	Development of a Sports and Recreation Strategy.	EMCS	100% completion	MOU with PCYC and other stakeholders to enbsure S & R strategy is delivered.
7.2.2	Secure appropriate funding to ensure implementation of the strategy.	CEO	100% completion.	Continue to maintainexisting levels of funding within the associated programs.
7.2.3	Engagement of all stakeholders to address the needs of Mapoon Shire.	CEO	100% completion.	Regular interagency working group meetings.