



# **Annual Operational Plan**

## **2023 – 2024**

# About the Operational Plan

The Operational Plan is a major, annual planning document within Council's corporate performance, planning and reporting framework.

It outlines the key activities and actions Council will undertake for the financial year in accordance with the adopted Budget.

Together with the Corporate Plan and Annual Budget, it guides Council in delivering outcomes for the Mapoon community.

The Local Government Act 2009, along with the Local Government Regulation 2012, requires Council to adopt an Annual Operational Plan that shall:

- Be consistent with Council's Annual Budget
- State how Council will progress implementation of the Corporate Plan
- Manage Operational Risks
- Include an Annual Performance Plan for each Commercial Business Unit of Council.

## Operational Risk Management

There are many risks, threats and opportunities that could potentially affect the achievement of objectives outlined in Council's Strategic & Annual Operational Plan.

Council's Risk Management Policy and related Enterprise Risk Management Framework, which is under continual review, will ensure these plans are integrated in order to ensure best practice in the enterprise approach to risk management.



Mapoon Aboriginal Shire Council Annual Operational Plan 2023 - 2024				
No	Strategy & Outcome	Due	Team	Performance Measures
<b>1</b>	<b>COMMUNITY AND CULTURAL DIVERSITY</b>			
<b>1.1</b>	<b>Creative Educated Community</b>			
1.1.1	Identify and promote opportunities for art, cultural expression and the development of creative industries.	31/12/2023	Executive Manager - Community Development	Plan for identification and promotion of art, cultural expression and development of creative industries in Mapoon.
1.1.2	Ensure that the community cultural facilities and programming meet the needs of the community and regional development	Ongoing	Executive Manager - Community development	Foster community engagement with Mapoon Arts & Cultural Centre & Mapoon IKC.
1.1.3	Provide contemporary library facilities, cultural keeping places and services across the regions to meet the needs of the community	30/06/2024	Executive Manager - Community Development	Ensure the development and maintenance of a Register of Cultural Artifacts and that the artifacts are safely stored. Continue working with Queensland State Libraries .
1.1.4	Develop an Arts and Cultural Policy and Plan	31/12/2023	Executive Manager - Community Development	Arts and Cultural Policy and Plan Endorsed and Council working towards its objectives.
<b>1.2</b>	<b>Active and Healthy Community</b>			
1.2.1	Plan and provide integrated and accessible network of open spaces.	31/12/2023	Executive Manager - Community Development	Look for grant opportunities for the Lighting and operation of the football field.
1.2.2	Plan and provide facilities and programs that enable participation in sport and recreation.	31/12/2023	Executive Manager - Community Development	Development and implementation of a Sport and Recreation Maintenance Plan.
1.2.3	Establish partnership with stakeholders to increase opportunity for participation in sport and recreation.	30/06/2024	Executive Manager - Community Development	Implementation of the Sport and Recreation Plan in alignment to funding agreement.
1.2.4	Facilitate the development of a Disability Action Plan.	31/12/2023	Executive Manager - Community Development	Disability Action Plan endorsed.
1.2.5	Develop an Animal Management Plan.	31/12/2023	Executive Manager - Infrastructure Services	Animal Management Plan implemented including Council's management of horses and dogs.
1.2.6	Develop an Annual Environmental Health Plan.	31/12/2023	Executive Manager - Environmental Services	Environmental Health Plan endorsed.
1.2.7	Ensure all food premises comply with the Food Act.	Ongoing	Executive Manager - Infrastructure Services	Food premises licenced as required.
<b>1.3</b>	<b>A Safe, Sustainable and Resilient Community.</b>			
1.3.1	Maintain and improve health standards including food safety, immunisation and public health.	Ongoing	Executive Manager - Infrastructure Services	Schedule regular inspections of food businesses to ensure compliance is maintained.
1.3.2	Maintain and improve environmental standards including pest management and animal control.	31/12/2023	Executive - Manager - Infrastructure Services	Development and implementation of an Environmental Health Plan revised annually.
1.3.3	Improve community safety through design, information and programs including lobbying the State Government for a permanent police presence in Mapoon.	Ongoing	CEO & Executive Manager - Community Development	Implementation of the actions and outcomes of the Mapoon Community Safety Plan and to continue to liaise with Qld Police Service for a Police Officer to be stationed in Mapoon permanently.
1.3.4	Enhance disaster management preparedness and capability in collaboration with the community.	Ongoing	Executive Manager - Infrastructure Services	Ongoing Mapoon Local Disaster Management Group meetings and participation in State and Regional Disaster Management processes. Disaster Management Training Schedule in place.

1.3.5	Develop and implement effective community information and education programs in collaboration with key community stakeholders.	Ongoing	Executive Manager - Community Development	Develop strategy and plan for effective communication channels and educational programs for community.
1.3.6	Revision of the Mapoon Community Safety Plan.	31/12/2023	Executive Manager - Community Development	Mapoon Community Safety Plan review undertaken and update completed as per agreement with DSDSATSIP.
1.3.7	Facilitate effective disaster management planning in conjunction with the community, emergency service organisations and other stakeholders.	Ongoing	CEO & Executive Manager - Infrastructure Services	Disaster Management Plan reviewed. Recruitment & training of SES personnel. Communication strategies developed to enhance communication to community providing updates regarding disaster management.
1.3.8	Review of Mapoon Disaster Management Plan.	31/12/2023	CEO & Executive Manager - Infrastructure Services	Disaster Management Plan reviewed. Recruitment & training of SES personnel. Communication strategies developed to enhance communication to community providing updates regarding disaster management.
1.3.9	Effective delivery of a CHSP Program including Home Care Packages.	Ongoing	Executive Manager - Community Development	Fully operational service. Delivery of a compliant CHSP Service including up to date reporting under agreement including financial obligations. Monthly reports to Council.
1.3.10	Effective delivery of a QCSS Program.	Ongoing	Executive Manager - Community Development	Compliance to agreement including on time reporting. Monthly reports to Council.
1.3.11	Effective delivery of a Playgroup Program.	Ongoing	Executive Manager - Community Development	Compliance to agreement including on time reporting. Monthly reports to Council. Review of policies undertaken.
1.4	<b>A Connected and Inclusive Community</b>			
1.4.1	Build social capital through provision of accessible community infrastructure and programs.	Ongoing	Executive Manager - Infrastructure Services	Development and delivery of the Annual Capital Works Program.
1.4.2	Provide equitable access to and advocate for a range of services, programs, and facilities to address disadvantage and foster inclusion.	Ongoing	Executive Manager - Community Development	Monitor services and programmes to address social disadvantage.
1.4.3	Maintain Council Website, Facebook Page & Social Media Platforms.	Ongoing	CEO & Office Manager	Ensure timely and effective communications are maintained with the community and ensure Council are meeting legislative requirements.
1.4.4	Continuance of regular Mapoon Stakeholder Meetings and other meetings with Government Agencies funded to provide services ensuring all services and agencies deliver programs/s services that are targeted and effective.	Ongoing	CEO & Executive Manager - Community Development	Ongoing Mapoon Stakeholder & Joint Government Agency meetings undertaken.
1.4.5	School Holiday programs are developed and delivered.	30/9/24 & Ongoing	Executive Manager - Community Development	DSDSATSIP Social Reinvestment Program delivered as per funding agreement with accurate reporting and on time acquittal. Council & Local Thriving Communities working towards securing funding for delivery of school holiday programs post Social Reinvestment Program.
1.4.6	Delivery of innovative IT/Digital Programs	30/06/2024	CEO	Working with State Government & Digital Program partners.
1.4.7	Develop and implement plan for Youth Program in Mapoon.	30/06/2024	Executive Manager - Community Development	Council & Local Thriving Communities working in collaboration on funding, plan development & implementation.
1.4.8	Implementation & Delivery of Service Enhancement Implementation & Community Safety Plan Funding.	31/12/2023	Executive Manager - Community Development	Successful delivery of Service Enhancement Implementation & Community Safety Plan Funding Agreements including compliance and reporting and acquittal requirements met.
2	<b>FINANCIAL MANAGEMENT AND GOVERNANCE</b>			
2.1	<b>Responsible Financial Management with Efficient and Timely Cost Controls</b>			
2.1.1	Implement, maintain and monitor effective financial and cost control systems.	Ongoing	Executive Manager - Finance	Legislative Compliance.
2.1.2	Provide timely and comprehensive reporting of financial position.	Ongoing	Executive Manager - Finance	Detailed monthly reports provided to Council outlining financial position.
2.1.3	Require strict accountability for all financial commitments and expenditure	Ongoing	Executive Manager - Finance	Council receive Unqualified Audit from Qld Audit Office

2.1.4	Effective Grants Management	Ongoing	CEO & Executive Managers	Monthly Council Reports & compliance to Funding Agreements.
2.1.5	Maximise revenues in accordance with Council's Revenue Policy.	Ongoing	Executive Manager - Finance	Monthly Financial Reports to Council.
2.1.6	Meet Qld Audit Office requirements in relation to internal controls and financial reporting.	30/06/2024	Executive Manager - Finance	Satisfactory Audit Reports.
2.1.7	Preparation and review of Annual Budget.	31/07/2024	CEO & Executive Manager - Finance	Endorsement by Council.
2.1.8	Preparation of Annual Financial Statements.	30/11/2024	Executive Manager - Finance	Statements available for audit.
2.1.9	Preparation of Community Financial Report.	31/08/2024	Executive Manager - Finance	Inclusion in Annual Report.
2.1.10	Acquittal of grants to Council.	Ongoing	Executive Manager - Finance	No breach notices from funding bodies.
2.1.11	Ongoing financial and corporate support operations to meet the needs of the organisation and clients.	Daily	Executive Manager - Finance	Reports to CEO & Council and level of satisfaction of clients.
2.1.12	Provision of internal audit visits to review and support Council's financial processes and risk assessments.	Bi - annually	CEO & Executive Manager - Finance	Reports completed and issues identified.
2.1.13	Review and up-date systems for keeping and destruction of records.	Ongoing	CEO & Governance	Policy and system in place.
2.1.14	Maximise Council's revenue by reviewing all opportunities and capacity to increase own source revenue and identifying operational areas where efficiencies can be addressed.	Ongoing	CEO & Executive Manager - Finance	Report to Council for endorsement.
2.1.15	Undertake a review of Council's financial sustainability.	30/06/2024	Executive Manager - Finance	Review undertaken.
<b>2.2</b>	<b>Council's Sustainability including Operation of Business Units</b>			
2.2.1	Maintain Annual Budget.	Ongoing	Executive Manager - Finance	Legislative Compliance.
2.2.2	Maintain a 10-year Strategic Financial Plan.	Ongoing	Executive Manager - Finance	Legislative Compliance.
2.2.3	Develop a 10-year Asset Management Plan.	Ongoing	Executive Manager - Finance	Asset Management Plan endorsed by Council.
2.2.4	Actively lobby, apply for and obtain State and Federal Government funding and grants.	Ongoing	CEO and All Executive Managers & Grants Officer	Successful grant applications and continued funding received to support Council operations & service delivery.
2.2.5	Efficient, effective and financially viable operations of Council Business Units - Pannja Lodge, Contractors Accommodation, Cullen Point Camping Grounds & Centrelink Agency.	Ongoing	Executive Manager - Community Development	Profitable business units. Timely & accurate reporting. Compliance to agreements. Monthly reports to Council
2.2.6	Efficient and effective operation of the Mapoon Post Office.	Ongoing	Executive Manager - Community Development	Compliance to agreement. Monthly reports to Council.
<b>2.3</b>	<b>A Shire Governed in Consultation and Partnership with the Community</b>			
2.3.1	Ensure leadership and decision making is transparent, accountable and represents the current and future interests of the region's communities.	30/06/2024	CEO & Executive Manager - Community Development	Development, implementation and continual review of Community Engagement Strategy.
2.3.2	Implement effective community consultation processes that enable participation, engagement and collaboration.	30/06/2024	Executive Manager - Community Development	Development, implementation and continual review of Community Engagement Strategy.
2.3.3	Develop and maintain community participation, partnerships, and volunteer programs.	30/06/2024	Executive Manager - Community Development	Development, implementation and continual review of Community Engagement Strategy.

2.3.4	Implement an effective information and education program to encourage community participation in decision making and build social capital.	30/06/2024	Executive Manager - Community Development	Development, implementation and continual review of Community Engagement Strategy.
2.3.5	Establishment of an Internal Audit Function.	Ongoing	CEO	Contractors engaged to cover this function.
2.3.6	Continuance of the Mapoon Local Thriving Community Advisory Committee.	Ongoing	CEO & Executive Manager - Community Development	Effective Operation of the Mapoon Local Thriving Community Advisory Committee. Regular Mapoon Local Thriving Communities Advisory Committee meetings. Continued relationship with DSDSATSIP & Mapoon Local Thriving Communities Advisory Committee.
<b>2.4</b>	<b>Responsive and Efficient Customer Service Delivery</b>			
2.4.1	Continually review and enhance service delivery to ensure Council's responsiveness to customer and community expectations.	Ongoing	CEO	Continual review and implementation of Management Action Plan.
2.4.2	Work collaboratively across Council to provide effective, efficient and coordinated outcomes.	Ongoing	CEO	Continual review and implementation of Management Action Plan.
2.4.3	Build a culture of continuous improvement which recognises best practice.	31/12/2023	CEO & HR Consultant	Develop and implement a Workforce Development Plan
<b>2.5</b>	<b>Strategic Management of Council</b>			
2.5.1	Develop and implement local laws, policies, standards and codes in accordance with legislative requirements and ensure compliance.	Ongoing	CEO	Continual review and implementation of Management Action Plan.
2.5.2	Implement integrated strategic planning approaches across Council, including efficient and effective risk management.	Ongoing	CEO	Develop and implement an Enterprise Risk Management System & Business Continuity Plan & Enterprise Risk Management to include cybersecurity, data breaches and privacy.
2.5.3	Implement sustainable financial management and effective procurement practices continuous improvement which recognises best practice.	Ongoing	CEO & Executive Manager - Finance	Annual review of Council's Procurement Policy & Contract Manual.
2.5.4	Review Council's policies and procedures and ensure they meet community expectations and legislative requirements.	Ongoing	CEO	Policies and procedures reviewed. Delegations reviewed. Annual Register of Interest reviews.
2.5.5	Review of operational plan and provide update to Council on status.	Quarterly	CEO	Quarterly reports to Council.
2.5.6	Conduct Monthly Council Meetings.	Monthly	CEO	Legislative compliance & accurate reporting.
2.5.7	Council minutes prepared and placed onto Council website within statutory timeframe.	Monthly	CEO & Office Manager	Minutes on website within required timeframes under legislation.
2.5.8	Implement Rights to Information and Privacy systems.	Ongoing	CEO	Meeting legislative requirements.
2.5.9	Identification and attendance training for councillors and senior staff.	Ongoing	CEO	Ongoing Councillor & Senior Executive training undertaken.
2.5.10	Develop and implement an Enterprise Risk Management System.	Ongoing	CEO	System implemented with continual best practice review undertaken quarterly.
2.5.11	Undertake a review of Council's policy framework.	Ongoing	CEO	Reviews completed as per schedule and recommended review dates. Statutory Policies review annually. Check for regular updates in legislative changes.
2.5.12	Ensure that tenancy arrangements are in place for all occupancy of Council controlled land.	Ongoing	CEO	Tenancies in place.
2.5.13	Council will continue to advocate on behalf of the Mapoon community by actively participating in TCICA, Indigenous Leaders Forum, and State Governments initiatives (eg Thriving Communities, Ministerial and Government Champions etc)	Ongoing	CEO	Attendance at meetings. Reports to Council.
<b>3</b>	<b>INTELLIGENT ECONOMY</b>			
<b>3.1</b>	<b>A Strong and Diverse Economy</b>			
3.1.1	Council work with State and Federal government to identify economic development opportunities.	30/12/2023	CEO	Implement the Economic Development Plan and Tourism Development Strategy.
3.1.2	In partnership promote the region by supporting the growth of new and existing businesses.	Ongoing	CEO	Implement the Economic Development Plan and Tourism Development Strategy.
3.1.3	Ensure planning and infrastructure supports future economic growth.	Ongoing	CEO	Implement the Economic Development Plan and Tourism Development Strategy.
3.1.4	Promote and develop Mapoon Aboriginal Shire as a unique destination and to manage tourism in a sustainable way.	Ongoing	CEO	Implement the Economic Development Plan and Tourism Development Strategy.
3.1.5	Assessment of Development Applications when received.	Ongoing	CEO	Applications finalised.
<b>3.2</b>	<b>Employment Opportunities for Residents are Increased</b>			

3.2.1	Actively support projects which have a high local engagement component.	Ongoing	CEO	Implement the Economic Development Plan and Tourism Development Strategy.
3.2.2	Actively engage and support empowerment related projects and organisations which provide employment opportunities for shire residents.	Ongoing	CEO	Implement the Economic Development Plan and Tourism Development Strategy.
<b>4 INFRASTRUCTURE AND ASSETS</b>				
4.1	<b>Integrated and Timely Provision and Management of Sustainable Infrastructure and Assets</b>			
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.	31/12/2023	Executive Manager - Infrastructure Services	Review and implement Asset Management Plans for all asset classes.
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.	Ongoing	Executive Manager - Infrastructure Services	Develop and implement a Streetscape Design Precinct Plan.
4.1.3	Ensure the safety of the Mapoon Aerodrome and its operations.	Ongoing	Executive Manager - Infrastructure Services	Safety Management System for Mapoon Aerodrome developed and implemented.
4.1.4	Develop and implement a Management Plan for Mapoon Aerodrome.	31/12/2023	Executive Manager - Infrastructure Services	Management Plan for Mapoon Aerodrome developed and implemented.
4.1.5	Manage the operation of associated activities such as work depots, workshops and plant fleets to facilitate efficient and effective provision and maintenance of Shire infrastructure.	Ongoing	Executive Manager - Infrastructure Services	Compliance to all legislative requirements. Timely management of activities.
4.1.6	Rock protection for Barge Loading Ramp at Cullen Point	Ongoing	Executive Manager - Infrastructure Services	Continued maintenance program implemented.
4.1.7	Master Plan for improvements to Cullen Point Camping Ground.	31/12/2023	Executive Manager - Infrastructure Services	Securement of funding to implement Master Plan Cullen Point Camping Ground.
4.1.8	Participate in Technical Working Group meetings to ensure coordinated approach to infrastructure activities .	Ongoing	Executive Manager - Infrastructure Services	Attendance at all TWG meetings.
4.1.9	New Council Chambers/Disaster Centre.	31/12/2023	Executive Manager - Infrastructure Services	Completion of construction and fit out.
4.1.11	New Ranger Base.	30/06/2024	Executive Manager - Infrastructure Services	Completion of construction and fit out.
4.2	<b>A Safe and Sustainable Transport Network</b>			
4.2.1	Plan and deliver a safe, sustainable, and efficient transport network.	Ongoing	Executive Manager - Infrastructure Services	Implement a road maintenance program identifying issues such as pavement repairs, signage requirements, pedestrian crossings, roundabout repairs etc.
4.2.2	Plan and deliver safe and effective stormwater management outcomes and a flood resilient region.	Ongoing	Executive Manager - Infrastructure Services	Monitor and update drainage system and drainage register.
4.2.3	Plan and deliver safe, sustainable, and efficient aerodrome services	Ongoing	Executive Manager - Infrastructure Services	Manage and maintain the airport and authorised aircraft landing areas to required statutory standards.
4.2.4	Delivery of Roads to Recovery Program, including development and delivery of council endorsed projects.	Ongoing	Executive Manager - Infrastructure Services	Works completed.
4.2.5	Restoration of damaged roads approved for repair under NDRRA funding.	Ongoing	Executive Manager - Infrastructure Services	Road works completed, QRA sign off and funds reimbursed to Council.
4.3	<b>A Safe and Sustainable Water Network.</b>			
4.3.1	Plan, deliver and manage efficient and sustainable, high quality, water supply systems.	Ongoing	Executive Manager - Infrastructure Services	Develop and implement a Water Management Plan.
4.3.2	Advance water use efficiency and water cycle innovation throughout the region.	Ongoing	Executive Manager - Infrastructure Services	Develop and implement a Water Management Plan.
4.3.3	Checking and maintenance of Water Treatment Plant.	Daily	Executive Manager - Infrastructure Services	Records checked.
4.3.4	Checking and maintenance of water reticulation system.	Daily	Executive Manager - Infrastructure Services	Records checked.
4.3.5	Provision of water samples for testing.	Weekly	Executive Manager - Infrastructure Services	Positive results of testing

4.3.6	Training and development for water officers	Ongoing	Executive Manager - Infrastructure Services	Increased skills of workers
4.3.7	Ensuring legislative reporting requirements relating to water are met.	Ongoing	Executive Manager - Infrastructure Services	Positive feedback from relevant Government agencies.
4.3.8	Implement the Mapoon Drinking Water Quality Management Plan.	Ongoing	Executive Manager - Infrastructure Services	Completion of review.
4.3.9	Undertake a review of Charges for Water.	31/07/2023	CEO & Executive Manager - Finance	Review of Water Charges.
4.4	<b>Sustainable Waste Management</b>			
4.4.1	Deliver and manage efficient and sustainable waste and resource management services.	Ongoing	Executive Manager - Infrastructure Services	Implement an Integrated Waste Management Plan.
4.4.2	Plan and deliver an integrated waste infrastructure network.	Ongoing	Executive Manager - Infrastructure Services	Implement an Integrated Waste Management Plan.
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.	30/06/2024	Executive Manager - Infrastructure Services	Implement an Integrated Waste Management Plan.
4.4.4	Ensure the Shire waste facility complies with regulatory standards.	Ongoing	Executive Manager - Infrastructure Services	Compliant facilities.
4.4.5	Establish a Container Refund Point in Mapoon.	31/12/2023	Executive Manager - Infrastructure Services	Container Refund Point established and operational.
4.4.6	Development of the Mapoon Transfer Station.	31/12/2023	Executive Manager - Infrastructure Services	Mapoon Transfer Station construction completed.
4.5	<b>A Sustainable Sewerage Network</b>			
4.5.1	Investigation undertaken for a Mapoon Sewerage Network & Treatment Facility.	31/03/2024	Executive Manager - Infrastructure Services	Investigation completed for Mapoon sewerage network and treatment facility.
4.5.2	Effective and efficient use of recycled water.	30/06/2024	Executive Manager - Infrastructure Services	Development of a feasibility study for recycled water system in Mapoon.
4.6	<b>Community Housing</b>			
4.6.1	Development of a Master Plan to address the housing needs to community.	30/06/2024	CEO & Executive Manager - Infrastructure Services	Master Plan reviewed and endorsed.
4.6.2	Community awareness for home ownership and empower community through home ownership.	Ongoing	CEO	Ongoing provision of advice and support to community to assist with home ownership.
4.6.3	Promote Council engagement in development of new homes in Mapoon to maintain aura of Mapoon.	Ongoing	Executive Manager - Infrastructure Services	House plans presented to council for approval.
4.6.4	Appropriate street signage and house numbering system.	30/06/2024	Executive Manager - Infrastructure Services	Implementation of a Mapoon Street Address System.
4.6.5	Upgrade housing program under contract with Dept of Housing & Public Works.	Ongoing	Executive Manager - Infrastructure Services	Planned upgrades completed.
4.6.6	Ensure maintenance works undertaken on social housing on behalf of Qbuild are completed within agreed timelimits and estimates of cost.	Ongoing	Executive Manager - Infrastructure Services	All works are undertaken within agreed timeframes and within estimate of cost.
5	<b>ORGANISATIONAL CULTURE</b>			
5.1	<b>Responsive and Effective Service Delivery</b>			
5.1.1	Foster appropriate corporate culture that aligns with Council's Mission, Values and Behaviours.	Ongoing	CEO & HR Consultant	Implement a Workforce Development Plan.
5.1.2	Develop and maintain healthy and safe working conditions and regularly review workplace health and safety practices.	Ongoing	CEO & WHS Consultant	Implement an Annual Safe Work Plan.



5.1.3	Deliver professional development opportunities and pathways for all employees.	30/06/2024	CEO & HR Consultant	Implement a Workforce Development Plan.
5.1.4	Support business operations with effective workforce planning including recognising emerging technologies and transitioning employment opportunities.	Ongoing	CEO & HR Consultant	Implement a Workforce Development Plan.
5.1.5	Information sessions for all Council staff on workplace, health & safety policy and procedures.	Ongoing	CEO & WHS Consultant	Workshops completed & staff aware of their obligations.
5.1.6	Implement an appropriate staff performance appraisal and development system linked to strategic, operational and business plans.	Ongoing	HR Consultant	Percentage of appraisals completed.
5.1.7	Maintain and develop human resource management policies, procedures and systems for current and future workforce needs.	Ongoing	HR Consultant	Policy and procedures reviewed.
5.1.8	Review and maintain Master Employee Register.	Ongoing	CEO & HR Consultant	Register created with regular reviews undertaken.
<b>6 ENVIRONMENTAL MANAGEMENT</b>				
6.1	<b>All Community Land is Protected</b>			
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.	Ongoing	Executive Manager - Environmental Services	Biosecurity Plan reviewed annually.
6.1.2	Delivery of Parks & Gardens Program.	Ongoing	Executive Manager - Environmental Services	Parks & Gardens Program implemented.
6.2	<b>Maintaining Land and Sea Ranger Services</b>			
6.2.1	Long term plan including employment, activities in consultation with community groups.	Ongoing	Executive Manager - Environmental Services	Land and Sea Ranger Services Plan implemented.
6.2.2	Maintain active network with funding bodies & other organisations to ensure continuance of funding for the Land & Sea Rangers.	Ongoing	Executive Manager - Environmental Services	Land and Sea Ranger Services program funding maintained. Future program funding secured.
6.3	<b>Natural Resources Management Plan Maintained and Implemented</b>			
6.3.1	Development of appropriate policies and tools to ensure Natural Resource Management is clearly understood and implemented.	Ongoing	Executive Manager - Environmental Services	Land and Sea Ranger Services Plan developed and implemented.
6.3.2	Work in partnership with stakeholders to identify appropriate economic opportunities which will add value to the shire and residents.	Ongoing	CEO & Executive Manager - Environmental Services	Implement the Economic Development Plan and Tourism Development Strategy.
6.3.3	Work in partnership with respected stakeholders to develop the appropriate plans and operational arrangements	Ongoing	Executive Manager - Environmental Services	Land and Sea Ranger Services plan developed and implemented.
6.3.4	Continue to maintain close partnerships with OMAC, WCCCA, Traditional Owner groups, State and Federal Governments for the Land and Sea Ranger Services program.	Ongoing	Executive Manager - Environmental Services	Effective liaison.
<b>7 Health and Wellbeing</b>				
7.1	<b>Services Improvement</b>			
7.1.1	Community consultation and strategic approach to community health and wellbeing.	Ongoing	CEO & Executive Manager - Community Development	Regular consultation with Local Thriving Communities Advisory Committee and development of Community Development Strategy. Development of a Sports & Recreation Strategy.
7.1.2	Appropriate facilities developed to engage community wellbeing at various levels.	Ongoing	Executive Manager - Infrastructure Services	Development and delivery of the Annual Capital Works Program including maintaining facilities and infrastructure ensuring the community enjoys high level of well being and healthy lifestyles.
7.1.3	Strategic approach to Community Health and wellbeing – in partnership with and lobby for provision of services to the need of Mapoon Shire.	Ongoing	Executive Manager - Community Development	Regular Mapoon Stakeholder Meetings and Local Thriving Communities Advisory Committee Meetings.
7.2	<b>Mental Wellbeing</b>			

7.2.1	Implementation of the Sports and Recreation Plan.	Ongoing	Executive Manager - Community Development	Implementation and successful delivery of the Sport & Recreation Plan in alignment and compliant with funding agreement.
7.2.2	Secure appropriate funding to ensure implementation of the Sports and Recreation Strategy.	Ongoing	Executive Manager - Community Development	Ongoing management of the Sport & Recreation Plan in alignment with funding agreement. Development of a Sports & Recreation Strategy.
7.2.3	Engagement of all stakeholders to address the needs of Mapoon Shire	Ongoing	Executive Manager - Community Development	Ongoing regular Mapoon Stakeholder Meetings.