"Our legacy is the creation of a sustainable community… based on choice, trust and respect!"
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Message from the Mayor

Napranum Aboriginal Shire Council’s corporate plan 2017-2022 reflects the emerging priorities of our shire the need for balancing growth, new jobs and retention of our unique culture and lifestyle. It also serves as an important guide to our long-term planning approach to address the demands on our infrastructure and services. The corporate plan keeps faith with the Napranum 10 Year Community Plan developed in 2012 and sets the key priorities, key projects, programs and strategic direction for the organisation for the next five years.

This corporate plan has been developed with extensive research input from elected members, council staff and the community. I present it to our community with pride and pleasure.

As a result, over the next five years, our new Corporate Plan will help us deliver:

- A carefully managed environment and greater opportunities to enjoy it activities that support our unique environment and lifestyle
- Growth in the local economy, especially in key sectors
- Vibrant community life that supports all residents to participate in wide range of festivals, events and activities
- Continued commitment to our financial sustainability and the effective and efficient use of internal resources to deliver services to our community

In partnership with the community, Council and external agencies, we will build on the region’s strengths, being an abundance of unspoilt bushland, plentiful and diverse wildlife and flora, attractive landscapes, beach-fronts, seas, rivers and streams.

On behalf of my fellow Councillors, I would like to thank everyone who took the time to provide input. I look forward to continuing to work in partnership with all of you to make our shire the best place to live, work, relax and conduct business.

Councillor Rex Burke
Mayor of Napranum Aboriginal Shire Council
Message from the CEO

The Corporate Plan provides the framework to support the achievement of council and many other exciting projects while maintaining the core principles of value-for-money community services and excellent customer service.

This Plan was developed with significant Councillor, staff and community input. Face-to-face meetings with a large number of community groups were held and residents were invited to provide input via online surveys and by commenting directly on the draft plan.

Councillors attended numerous workshops with officers to look at the challenges we face in the areas of the environment, community, economy and governance. Staff attended further workshops to provide their professional expertise and help reshape the organisation’s vision, mission and values.

Government at all levels continues to be challenged to deliver the services the community expects within a framework of financial sustainability. Council has worked very hard in recent years to achieve these outcomes and this will continue to be the case for the life of this Corporate Plan.

We need to achieve high quality infrastructure across the region and promote good community design outcomes, including recreation and community activity spaces. Planning for growth needs to be orderly and balanced, to ensure we retain the natural features of the Napranum region and retain the traditional values.

We need to provide the opportunity to experience and enjoy our environment but not destroy it. We must continue to explore options for economic development, employment, affordable housing and home ownership options for our residents and recognise the benefits and challenges of our young and ageing community.

Ilario Sabatino
CEO of Napranum Aboriginal Shire Council
1 Introduction

This Corporate Plan sets the direction for the Napranum Aboriginal Shire Council. The Corporate Plan is a high level strategic document containing key priorities and strategies. The plan is supported by the Annual Operational Plan which provides the details of what will be achieved each year and the annual budget.

Council shares the Vision and Values identified by the Napranum community during the development of the 10 Year Plan in 2012.

1.1 Our Vision

“Our legacy is the creation of a sustainable community... based on choice, trust and respect!”

1.2 Our Mission and Commitments

Build a strong, prosperous and healthy Community by ensuring:

- Strong leadership
- Excellence in service
- Transparency and accountability
- Community Consultation and ownership
- Consistency in Decision making
- Financial Sustainability
- Good Governance

1.3 Our Values

Our heritage, culture and values underpin our strategic direction, and inform council in the way we will do business and deliver our corporate plan.

- Optimising opportunities for our community and people
- Professional and ethical conduct
- Bringing pride, passion and ownership to our work
- Openly sharing ideas and knowledge
1.4 Our Key Results Areas

A. Financial Management
   • Responsible Financial Management with efficient and timely cost controls

B. Strong Cultural Wellbeing
   • Revival of Culture
   • Seeing, being, knowing, doing
   • Every focus to come back to culture

C. Healthy and Safe Community with strong relationships
   • Community Ownership
   • Community Engagement
   • Improvement in services
   • Community Accountability to ensure a safe and healthy Community
   • Support for strong Men’s, Women’s and Youth Groups

D. Skilled and Educated Community
   • Improvement in Educational Services
   • Community and Parental responsibility

E. Good Governance
   • Uphold and promote ethical standards of practice supported by policies and procedures that are audited, monitored, reviewed and reported.

F. Economically progressive and prosperous Community
   • Support for Local Business
   • Focus on Economic Development.
2 OUR COUNCIL

The newly elected council was formed in 2016. The Napranum Aboriginal Shire Council has five elected representatives who are responsible for formulating council policies, corporate plan, operational plan, adopting council budget and making decisions to achieve council goals.

The shire is undivided for electoral purposes. Each councillor represents the overall public interest of the whole area, although council has adopted a portfolio management system. The mayor and councillors are elected by all voters in the shire.

Elections are conducted every four years. The last election was held in April 2016, the next one will be held in April 2020. Councillors provide the most direct form of representation to the community. Each brings an individual perspective to the decisions council must make on behalf of the community.

Mayor Rex Burke
Deputy Mayor Fiona Wirrer-George
Cr Sonia Schuh
Cr Ethel Bosuen
Cr Rhonda Charger
3 OUR SHIRE PROFILE

The Napranum Aboriginal Community Council was established in 1989 and continues with unaltered boundaries under the name of Napranum Aboriginal Shire Council (2008).

Napranum Aboriginal Shire comprising several parts has an area of 1995 square km, is 15 km north-west and north-east of Weipa. Napranum has a general store, a community health centre, a pre-school, a primary school, an aged care centre and a cultural centre which is the venue for an annual cultural festival. As with many remote communities’ infrastructure and service access continues to be a major challenge. A housing subdivision have recently be completed allowing for the construction of new houses for the people of Napranum. There is also greater emphasis on establishing the community farm operationally.

The main employment sector was local government administration, 61.3% of total employment. Some residents of Napranum are employed by Rio Tinto as part of its Indigenous employment program. There were originally five main clan groups with a history dating back many thousands of years. Formerly known as Weipa South, Napranum which means ‘meeting place’ was established in 1898 by Moravian missionaries on behalf of the Presbyterian church.
The original mission site at 20 mile was relocated to the Jessica Point site in 1932 due to an outbreak of malaria. At this time most of the people were Awngthim but soon different tribes and clans were brought from Old Mapoon. In 1955 a geologist, Henry Evans, discovered that the red cliffs on the Aboriginal reserve, previously remarked on by the early Dutch explorers and Matthew Flinders, were actually enormous deposits of bauxite - the ore from which aluminium is made.

The “Comalco Act of 1957” revoked the reserve status, giving the company 5,760 square km of Aboriginal reserve land on the west coast of the peninsula and 5,135 square km on the east coast of Aboriginal-owned land.
OUR SHIRE PROFILE

Mining commenced in 1960. The mission became a government settlement in 1966 with continued attempts by Comalco to relocate the whole community elsewhere. The company then built a new town for its workers on the other side of the bay. In 2006, 43.8% of census respondents recorded their religion as Uniting Church, reflecting the fact that the Presbyterian Church administered the former mission.
4 DEVELOPMENT OF OUR CORPORATE PLAN

4.1 Corporate Plan Requirements

The Local Government Act 1993 and Local Government Regulation 2012 requires a Corporate Plan to be prepared and adopted to allow the preparation and adoption of a Budget consistent with the plan. The Corporate Plan is required to continue in force for at least five years, or until the earlier adoption of a new Corporate Plan.

Council can resolve at any time to amend the Corporate Plan provided it complies with the Local Government Regulation 2012.

The Local Government Regulation 2012 requires that a local government’s 5-year corporate plan: outline the strategic direction of the local government; and state the performance indicators for measuring the local government’s progress in achieving its vision for the future of the local government area; and include the following information for each commercial business unit— an outline of the objectives of the commercial business unit; and outline of the nature and extent of the significant business activity the commercial business unit will conduct.

4.2 Consultation

In 2012 Council conducted Community Consultation to develop the Councils 10 Year Napranum Community Plan. Councils Vision, Mission and Commitments for the 5 Year Plan 2017 - 2022 have been formulated based on Councils plan for the future taking into consideration the vision and values identified in 2012.

The Napranum Aboriginal Shire Council Corporate Plan will be regularly reviewed and updated based on Feedback through:

- Public meetings [have your say days]
- Council complaint policy and feedback forms
- Performance reporting against legislative compliance
- Operational performance reporting
4.3 Our Challenges

The development of the 2017-2022 Corporate Plan has been guided by the challenges and outcomes to address the issues identified during the consultation process, with input by community groups, business, and community individuals and also Council’s elected members and staff.

The priorities and strategies contained in the Corporate Plan to achieve our vision for the next five years consider the sustainability issues mentioned earlier and are also based on the legislative requirements outlined in the Local Government Act 1993 and the Local Government Regulations 2012.

The challenges identified by community and Council include the need for:

- Improved cultural awareness and opportunities;
- Improved community engagement by council;
- Better design and quality of homes, more choice of housing options and improvement in repair and maintenance services;
- Upgrade to sewerage services and additional public toilets;
- Improved mobile phone coverage;
- Upgrades of school facilities;
- Improved understanding of coastal hazard and erosion;
- Improved public recreational facilities;
- Improved support for young people, women and men;
- Enhanced police presence and enforcement of regulations related to noise and animals;
- Enhanced fire and SES equipment and capability; and
- Encouragement and support in the areas of health, housing, education, training and employment.
Each financial year, the Napranum Aboriginal Shire Council is required to prepare an annual Budget and Operational Plan. The Operational Plan includes all of the services and projects Council intends to provide for the community to contribute to achieving the Corporate Plan.

The annual Budget identifies the resources that will be used to achieve the Operational Plan objectives. The following figure illustrates the Strategic Planning Framework.
6 STRATEGIC DIRECTION

In order for the Napranum Aboriginal Shire Council to achieve in the key result areas, the following strategies will be used.

6.1.1 Key Result Area 1: Financial Management

Focus: Responsible Financial Management with efficient and timely cost controls

Strategies

• Implement, maintain and monitor effective financial and cost control systems.
• Provide timely and comprehensive reporting of financial position.
• Require strict accountability for all financial commitments and expenditure.

Focus: Adequate Revenue to cover all planned activities

Strategies

• Maintain Annual Budget.
• Maintain a 10-year Strategic Financial Plan.
• Develop a 10-year Asset Management Plan.
• Actively lobby, apply for and obtain State and Government funding and grants.

Key Performance Indicators

• Annual Budget developed and maintained
• 10-year Strategic Financial Plan developed and maintained
• 10-year Asset Management Plan developed and maintained
• Increase in State, Australian Government and NGO funding and grants received.

6.1.2 Key Result Area 2: Strong Cultural Wellbeing

Focus: Revival of Culture

Sub-Focus

• Consolidate all Historical and Traditional information and create a Keeping Place
• Ensure that our Traditional Culture is revived and remains the focus of all activities conducted by Council
• Grow Arts, Language and Traditional Dance
• Ensure Native Title Compliance
• Cultural Awareness Training
• Coastal hazard and erosion
STRATEGIC DIRECTION

Strategies

• Obtain funding to consolidate historical and traditional artefacts and information
• Engage Men’s Group, Women’s group and Youth Groups in collation of information
• Engage with Traditional Owners and Elders to compile historical information
• Obtain Funding to create a permanent Keeping Place in Community
• Develop Waterfront project with strong Cultural theme
• Encourage residents to become more involved in teaching and learning arts, language and dance
• Create a Community space when residents can practice art, language and dance
• Engage with and build strong working relationship with the Traditional Owner group
• Develop an ILUA for the Napranum Township
• Ensure all Council employees undertake Cultural Awareness Training

Key Performance Indicators

• funding secured to consolidate historical and traditional artefacts and information
• Men’s Group, Women’s group and Youth Groups engaged consent to collation of information
• Successfully engage with Traditional Owners and Elders to compile historical information
• Funding secured to create a permanent Keeping Place in Community
• Waterfront project underway with strong Cultural theme
• Increase in residents involvement in teaching and learning arts, language and dance
• A Community space identified for residents to practice art, language and dance
• Indigenous Land Use Agreement [ILUA] completed for the Napranum Township
• Cultural Awareness Training part of induction package

6.1.3 Key Result Area 3

Healthy and Safe Community with Strong Relationships

Focus: Healthy and safe environment

Sub-Focus

• Ensure Clean water and efficient sewerage infrastructure
• Ensure community is kept clean and safe
• Improve animal control in community
• Protection of DOGIT
Strategies

• Maintain robust asset management plans including future planning and ongoing maintenance of waste and water infrastructure
• Provide efficient and effective waste collection services
• Encourage residents to take accountability for maintaining a clean yard free of debris and abandoned vehicles
• Obtain funding to maintain and encourage a Clean Community
• Arrange pet and garden competitions/Register with Clean up Australia
• Undertake a Cemetery beautification program
• Ensure Local Laws are implemented and enforced
• Encourage residents to adhere to animal control regulations
• Reduce the number of unwanted dogs in Community
• Introduce and enforce Permit controls for access and camping on the DOGIT
• Get involved in the Cape York Natural Resource Management and environmental management program
• Circulate accurate information about the environment and its management to the community through interpretative signage throughout the DOGIT major visitor areas
• Engage the young adults to develop capacity building and mentoring of young people
• Develop a Napranum Country plan – Cultural Resource management of Country by Napranum people
• Development of Visitor Management plan
• Development of fire Management Plan
• Develop relations with broader Weipa/Napranum community and visitors to communicate information about the DOGIT and the Nanun Wungthim rangers
• Engage with Traditional Owners
• Future planning for growth to ensure adequate housing both in numbers and in type of housing best suited to Community needs. Robust maintenance and upgrade program to ensure healthy homes
• Strong relationships with Government Departments to ensure all housing needs are met
STRATEGIC DIRECTION

- Upgrade the Community Oval
- Support programs to be run through the Napranum Youth Centre

Key Performance Indicators
- Quality clean water and efficient sewerage infrastructure and service is maintained to the community
- Greater control and reduction of number of dogs per household through development of animal management strategy
- Cemetery is maintained through local level partnerships
- Permit systems for camping on the DOGIT is introduced
- Elders mentoring program is introduced
- Numbers of housing maintenance for houses and complaints received is reduced through efficient service provision

Focus: Healthy community members

Sub-Focus
- Ensure safe Community, reduce crime
- Justice Group and Youth Justice
- Tribal Council
- Improvements in Services
- Engage community and provide strong leadership and instil community values – living and leading by example

Strategy
- Ensure the right health services are accessible
- Set up a Health Action team
- Ensure families have access to support their needs
- Community engagement and ownership
- Support community to participate in Tribal Council
- Lobby for a Police Station in Napranum
- Engage with Justice Group and Youth Justice and develop plan for tackling crime in Community
- Set up Camps for Youth to reconnect with Culture and Country
- Ensure adequate Lighting in Community
• Revise the AMP
• Promote Strong families/community
• Source funding to support youth camps and activities to engage youth at risk
• Council involvement in Interagency meetings
• Accountability for services to provide meaningful and beneficial services
• Identify ways to provide better services to Community and source funding
• Improved Aged care facilities and future planning for aged Care services in Napranum
• Conduct monthly ‘have your say’ days
• Conduct Public Meetings
• Encourage youth leadership - Develop Youth Council/reference group
• Youth and female ranger program
• Identify ways to communicate information to Community
• Electronic Signage
• Newsletter
• Feedback from Have your Say days
• Maintain up to date website
• Get the Radio Station up and running

**Key Performance Indicators**

• Reduction is crime rates
• Increase engagement and collaboration with Justice Group and Youth Justice
• Tribal Council is supported appropriately
• Improvements in Services through interagency meetings
• Mediums of communication i.e. electronic signage is costed operating concurrently with additional mediums
• ‘have your say days’ continues with increase participation

**6.1.4 Key Result Area 4: Skilled and Educated Community**

**Focus:** Improve access to education

**Sub-Focus**

• Get our School back – Prep to 3 Junior school
• Encourage Parents to take responsibility for Children’s education and wellbeing
• Ensure delivery of quality education.
STRATEGIC DIRECTION

Strategies

• Identify and attendance issues
• Implement programs to assist children to attend School
• Work with western Cape College to increase attendance and to engage Napranum Students and parents
• Provide effective transportation system to ensure all Napranum Students transportation to school
• Provide feedback to Community
• Promote and ensure access to Numeracy and Literacy Programs
• Ensure Library is opened and accessible to all Community Members
• Identify options to provide Prep to 3 schooling in Napranum
• Ensure Library is open for a minimum of 20 hours per week
• Start Homework program through the library
• Look at opportunities to utilise the Library for Community Services
• Develop Strong Parents group / forum to share ideas
• Recognition of achievements between parent/child
• Courses and programs to instil values and skills around parenting
• Foster devotion, trust and support between parent and child
• Community events and activities.
• Engage stakeholders and service providers

Key Performance Indicators

• Commence and finalise negotiations on the probability of ‘Getting our School back’ – Prep to 3 Junior school
• Increase in parents engaged through community forums and communication mediums aimed at them taking responsibility for their Children’s education and wellbeing
• Ensure delivery of quality education through increase of Napranum students successfully achieving NAPLAN results
• Increase in attendance for all Napranum students
6.1.5 Key Result Area 5: Good Governance

Focus: Uphold and promote ethical standards of practice supported by policies and procedures that are audited, monitored, reviewed and reported

Strategies
- Manage and govern the NASC according to our stated values, ensuring principles of good governance are applied to achieve the best value outcome for the community
- Create a long term financial sustainability strategy
- Provide adequate resources and capability to undertake all activities required for governance including accounting, purchasing, payroll, stores and inventory and to undertake asset management
- Monitor and audit compliance with financial and quality management systems

Key Performance Indicators
- Community provides feedback on NASC operating consistently to our stated values, ensuring principles of good governance are applied to achieve the best value outcome for the community.
- Long term financial sustainability plan is developed and maintained
- Unqualified audit achieved in the context of compliance with financial and quality management systems and statutory responsibilities

6.1.6 Key Result Area 6: Economically Progressive and Prosperous Community

Focus: Support of local business and jobs

Strategies
- Engage with government and service providers to support development of local business
- Community based employment program
- Partnership with government, RIO TINTO and private enterprise
- Ensure training is appropriate and practical not training for training sake
- Ensure Programs are fit for purpose
- Set up mentoring program
- Identify ways to improve employment opportunities for Community members
- Introduce robust succession planning within Council to support local employment
- Support apprenticeship schemes to operate in Community
STRATEGIC DIRECTION

Focus: Develop in own source revenue activities that support economic growth and create local jobs

Strategies

- Identify ways to increase own source revenue
- Increase tourism market
- Identify business enterprise opportunities
- Focus on infrastructure development to support own source revenue
- Resolve Native Title issues and establish the Commercial precinct, Community Farm and Sawmill
- Identify ways to provide tourist opportunities on the DOGIT
- Ensure signage and advertising for Napranum
- Develop Arts Centre to enable Community members to generate art for sale
- Identify ways to bring tourists trade in through use of the waterfront development.
- Explore options for camping in Napranum

Key Performance Indicators

- Increase in support and engagement of local businesses
- Increase in support for development and number of new business as per local economy
- Partnership with government, RIO TINTO and private enterprise are maintained with increase in funding support
- Increase in training that is linked to real job outcomes
- Mentoring program is developed and support for employment engagement and sustainability
- Improved signage implemented with increase in flow of tourists into the community
- Areas of camping formalised with native title owners and introduce permit system
7 SERVICE DELIVERY

7.1 Organisational Structure

Our organisational structure has been aligned to achieve our key priorities. Figure 4-1 outlines our organisational structure and the associated areas responsibility for delivery of services and activities.

Figure 4 1NASC Organisational Chart indicating areas of responsibility
8 EVALUATION AND REPORTING

8.1 Performance Reporting

Reporting on Corporate Plan performance will be formally completed on a yearly basis through Council’s Annual Report and through monthly and quarterly performance reporting. The Annual Report will present the results achieved for that particular year with clear references back to the major Corporate Plan priorities and strategies. A copy of the Annual Report and Community Report Card will be made available on Council’s website.

8.2 Corporate Plan Review

In the event that Council identifies changes that are required to the Corporate Plan, a review may be undertaken. Otherwise work will likely commence to review in 2017-2022 Corporate Plan in late 2021.
"Our legacy is the creation of a sustainable community… based on choice, trust and respect!"