



# Pormpuraaw Aboriginal Shire Council



Document Owner: Executive Manager Corporate Services  
Adopted: 25 June 2025 Resolution No 2025/26

# Community Visions, Mission, and Values

## Our Vision – The Future We Envision

A strong, engaged community creating a dynamic future.

## Our Mission – Why We Are Here

To meet the needs and aspirations of community members by delivering strong leadership together with strategic planning to construct new infrastructure that will deliver new and improved services and facilities.

## Our Values – What We Stand For

### A Strong Community

The Council will strengthen the capacity and resilience of the Pormpuraaw Community through partnerships with the Community, business, government and non-government sector groups in pursuing positive social, economic and environmental outcomes.

### Excellence

Council and staff will strive for innovation, continuous improvement and long-term success in management and leadership practice, strategic planning and the performance of Council systems.

### Accountability

Council is accountable to the Community and will conduct its affairs openly with integrity in consultation with Community, at the same time reflecting the highest level of democratic governance and public administration.

### Fairness and Equity

Council recognises and values the needs of different sectors and groups within its community and works in partnership with its valued volunteers, community-based agencies, and State and Commonwealth departments to ensure needs are addressed in a planned and timely manner.

### Welcoming Ideas

Council will actively encourage and seek the exchange of ideas and knowledge in finding creative solutions.

### Investing In the Future

Council will take a long-term view as a responsible steward of community assets and finances.

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## Strategic Priorities

1. COMMUNITY – THE WAY WE WANT TO LIVE TOGETHER
2. BUILT ENVIRONMENT – SHAPING OUR SURROUNDINGS
3. NATURAL ENVIRONMENT – IT BEGINS WITH EACH OF US
4. ECONOMY – CREATING OUR FUTURE
5. ORGANISATION – DEVELOPING OUR CAPACITY

For Each Strategic Priorities				
				
<b>A Statement of Intent</b>	<b>Objectives</b>	<b>Strategy</b>	<b>Strategic Indicators &amp; Target</b>	<b>Timelines</b>
A clear and targeted declaration of the Council's strategic priorities.	The specific goals set by Council to advance its strategic priorities and achieve its vision.	The strategy and approach employed by the Council to fulfil its objectives effectively.	Measurable outcomes to be achieved over the duration of the Corporate Plan.	Timelines are provided in terms of a financial year.



# 1. COMMUNITY – THE WAY WE WANT TO LIVE TOGETHER

## Statement of Intent

Our goal is to build a resilient and healthy community with the right services and facilities to make sure everyone can join in, feel safe, and enjoy our culture.

1.1 Objective	Enhance community engagement and participation in diverse programs that cater to the community's needs and interests			
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Collaborate with service providers to deliver a wide range of community programs.</li> <li>Work closely with service providers to identify and implement programs that address the community's most pressing needs.</li> </ul>		<b>Target:</b> Achieve a 10% increase in community program attendance year over year.	
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>A measurable increase in attendance at community programs.</li> <li>A broader variety of programs that reflect the community's evolving interests.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>		<b>KPI</b>
Hold regular Stakeholder Meetings		CEO	6 meetings per year	<b>Quarterly Update</b>

1.2 Objective	Foster a safe and thriving community environment by significantly reducing anti-social behaviour			
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Implement a comprehensive education and training framework to address the root causes of anti-social behaviour.</li> <li>Partner with rehabilitation services to provide support for individuals struggling with alcohol and drug-related issues</li> <li>Engage with the community to promote awareness and prevention of substance abuse</li> <li>The Justice Group consistently achieves beneficial results for the community.</li> </ul>		<b>Target:</b> Achieve a 50% reduction in alcohol and drug-related offences by 2029.	
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>A year-over-year decrease in reported alcohol and drug-related offences.</li> <li>Increased community awareness and participation in prevention programs.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>		<b>KPI</b>
Develop an education and training framework to address the root cause of antisocial behaviour		CEO and Stakeholders	An educational and training framework developed	<b>Quarterly Update</b>
Introduce Drug and Alcohol testing within Council	\$	CEO – WHSM	Policies developed Training Delivered Drug & Alcohol Testing Implemented	

1.3 Objective		Promote active participation in sports, arts, and cultural activities, enriching the social and cultural fabric of the community.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Develop a comprehensive strategy that outlines a variety of sports, arts, and cultural activities tailored to different age demographics within the community.</li> </ul>		KPI	<ul style="list-style-type: none"> <li><b>Target</b> Achieve a 10% increase in participation in targeted activities year over year.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify specific target activities that align with the community's interests and encourage broad participation.</li> </ul>			
	<ul style="list-style-type: none"> <li>The recommendations of the Sport and Recreational Plan are implemented.</li> </ul>			
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>An increase in participation rates across targeted activities.</li> </ul>		KPI	<ul style="list-style-type: none"> <li><b>Target</b> Achieve a 10% increase in participation in targeted activities year over year.</li> </ul>
	<ul style="list-style-type: none"> <li>Diverse engagement across all age groups in the community.</li> </ul>			
	<ul style="list-style-type: none"> <li>Sport and Recreation Plan has made progress towards implantation and achieving targets set in plan.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Develop a sport & recreation annual plan		EMCom	Annual Sport & Recreation Plan	<b>In review</b>
Recruitment of a Sport & Rec Office		EMCom	Sport & Rec Office Employed	<b>Position description completed and is now open for recruitment</b>
Implement Sport & Rec Master Plan		EMCom	Source funding for capital items in Sport & Rec Master Plan	<b>To be reviewed</b>

1.4 Objective		Enhance the engagement and collaboration between Council and visiting agencies to improve community services.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Establish Council as the primary liaison for coordinating visits from government and non-government agencies.</li> </ul>		KPI	<ul style="list-style-type: none"> <li><b>Target</b></li> <li>Achieve initial engagement with at least 10 relevant agencies within the first year.</li> <li>Host a minimum of 5 inter-agency meetings per year to discuss community service improvements.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a communication protocol for agencies to notify Council of their visits</li> </ul>			
	<ul style="list-style-type: none"> <li>Schedule regular meetings with agency representatives to discuss community needs and expectations</li> </ul>			
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>The number of agencies that have established regular communication with the Council.</li> </ul>		KPI	<ul style="list-style-type: none"> <li><b>Target</b></li> <li>Achieve initial engagement with at least 10 relevant agencies within the first year.</li> <li>Host a minimum of 5 inter-agency meetings per year to discuss community service improvements.</li> </ul>
	<ul style="list-style-type: none"> <li>The frequency and quality of inter-agency meetings and collaborations.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Regula Inter Agency Meetings		CEO – DATSIP	5 meetings per year	
Establish regular meetings with Stakeholders / CEO Meetings		CEO	Engagement with 10 relevant agencies	
Quarterly Stakeholder meetings		CEO	4 Meeting per year	

1.5 Objective					Create a sustainable community garden that provides residents with opportunities for gardening, education, and healthy eating.				
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Explore various options for the establishment of a community garden that meets the needs of the residents.</li> </ul>				<b>Target</b>				
	<ul style="list-style-type: none"> <li>Engage with the community to gather input and support for the garden's design and functionality.</li> </ul>								
	<ul style="list-style-type: none"> <li>Develop partnerships with organisations to support the garden's development and maintenance.</li> </ul>								
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress in the development of options for the community garden's establishment.</li> </ul>								
	<ul style="list-style-type: none"> <li>The frequency and quality of inter-agency meetings and collaborations.</li> </ul>								
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>		<b>Quarterly Update</b>				
Collaborate with the school to develop a community garden at the school		CEO / Pormpuraaw State School	MOU developed to use school grounds for community garden						
Collaborate with Rise and other community organisation regarding partnership with the community garden		CEO	Partnership with Stakeholders for the Community Garden						
Develop a community working group		CEO / Rise	Develop a community working group						

1.6 Objective					Launch an operational community bus service that provides reliable and accessible transportation for residents.				
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Recruit a qualified driver to operate the community bus service.</li> </ul>				<b>Target</b>				
	<ul style="list-style-type: none"> <li>Acquire a bus that meets the community's requirements for safety, accessibility, and capacity.</li> </ul>								
	<ul style="list-style-type: none"> <li>Develop a bus run schedule that aligns with the residents' needs and community events.</li> </ul>								
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Successful recruitment of a community bus driver.</li> </ul>								
	<ul style="list-style-type: none"> <li>Acquisition of a bus that fulfils the community's transportation needs.</li> </ul>								
	<ul style="list-style-type: none"> <li>Creation of a bus schedule that maximises coverage and convenience for residents.</li> </ul>								
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>		<b>Quarterly Update</b>				
Reliable Community		CEO/ EMOPs	Purchase or repair community bus						
Establish bus service with reliable driver and schedule		EMCom	Bus Driver Employed and Bus Services established		<b>Community transport is being provided by PPAC</b>				

1.7 Objective		Strengthen community resilience and safety through the effective implementation and continuous improvement of the Council's Disaster Management Plan.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Regularly review and update the Disaster Management Plan to reflect the latest best practices and community needs</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Conduct comprehensive reviews of the Disaster Management Plan twice per year, with additional updates as necessary.</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct training and drills to ensure community preparedness and efficient response to potential disasters.</li> </ul>			
	<ul style="list-style-type: none"> <li>Engage with local organisations, government agencies, and residents to foster a collaborative approach to disaster management.</li> </ul>			
	<ul style="list-style-type: none"> <li>Engage with local organisations, government agencies, and residents to foster a collaborative approach to disaster management.</li> </ul>			
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>The frequency and thoroughness of the Disaster Management Plan reviews.</li> </ul>			
	<ul style="list-style-type: none"> <li>The level of community engagement and preparedness as a result of training and drills.</li> </ul>			
	<ul style="list-style-type: none"> <li>The effectiveness of collaboration with key stakeholders in enhancing disaster resilience.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Review of Disaster Management Plan		EMCom	Disaster Management Plan reviewed once per year using local knowledge	<b>Completed and passed in at LDMG meeting 24.06.2025</b>
Undertaken training for LDMG Members		EmCom	LDMG Members Trained	<b>Training scheduled 1.09.2025</b>
Undertake an emergency activity		EmCom – EMQ	Emergency activity undertaken	<b>Emergency activity scheduled 1.09.2025</b>
Undertake regular LDMG Meeting		EMCom	Minimum Four LDMG meetings per year	<b>Last meeting held 24.06.2025</b>

1.8 Objective		Develop and maintain housing infrastructure that meets the needs of support workers and contributes to the effective operation of the Council		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Design and construct housing that is suitable for support workers, considering factors such as proximity to work, amenities, and community integration.</li> <li>Ensure ongoing maintenance and management of housing properties to provide a high standard of living for occupants.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Complete the construction of 6 dwellings by 2029, with interim milestones set for each year leading up to the target.</li> </ul>
	<ul style="list-style-type: none"> <li>The number of dwellings completed and ready for occupancy.</li> <li>Satisfaction levels of support workers with the housing provided.</li> </ul>			
<b>Strategic Indicators</b>				
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Identify Land for Staff Housing		CEO	Land available for staff housing	
Demolish existing housing		EMOps	Existing houses demolished	
Designs and quantity surveyed plans Developed for Housing		CEO	Housing Designs Complete	
Tender for supply of housing		EMOp	Tender Complete	
Housing Complete		EMOp	Houses Completed	

1.9 Objective		Develop and maintain a diverse range of housing options that cater to the varying needs of all community members.			
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Construct and maintain housing that is appropriate for different segments of the community, including support workers.</li> <li>Advocate for funding to support the construction and maintenance of these housing units.</li> <li>Review and implement a robust maintenance program to ensure housing quality and safety.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Complete the construction of 12 community dwellings by 2029.</li> <li>Maintain a maintenance backlog with DHPW/QBuild.</li> </ul>	
	<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>The number of dwelling units completed and maintained to the community's service level standard.</li> <li>The effectiveness of the funding advocacy program in securing grants for housing construction.</li> </ul>			
		<ul style="list-style-type: none"> <li>The efficiency of the maintenance schedule in ensuring timely and standard maintenance.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>	
Advocate for funding		CEO	Funding Agreements Signed		
Local Housing Plan created and implemented		CEO	Local Housing Plan endorsed by Council		
Development of Subdivision		CEO	Subdivisions Completed		
House Plans developed and quantity surveyed		CEO / EMOps	Housing Plans Created		
Tender complete		EMOps	Tender Awarded		
Reduce QBuild Maintenance over 60 Days		EMOps	Reduce QBuild Maintenance over 60 Days by 10%		
Upgrades Completed on Time		EMOps	Upgrades completed and tenants allocated		

1.10 Objective		Establish a vibrant new art centre that serves as a cultural hub for the preservation and celebration of community heritage and history.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Secure funding and support for the construction and operation of a new art centre.</li> <li>Collaborate with the art centre and other agencies to develop and lead programs focused on cultural heritage, history, and preservation.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Complete the construction and launch of the operation of the new art centre by 31 December 2028</li> <li>Support and facilitate at least 3 new programs annually that promote cultural heritage and history each year</li> </ul>
	<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress in the development and operational status of the new art centre.</li> <li>The number of cultural heritage and history programs initiated and supported by the Council</li> </ul>		
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Development and implement Community Master Plan		CEO	Master Plan Developed	

1.11 Objective		Ensure a high quality of life for the elderly in the community by enhancing HACC services and aged care facilities.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Establish a comprehensive training plan to improve the quality of services in personal assistance, domestic help, personal care, social support, home maintenance &amp; transport.</li> <li>Advocate for the development of care facilities, including independent living facilities, that allow community members to remain in Pormpuraaw throughout their later years.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Identify issues and develop options for enhanced services, with a focus on continuous improvement and future planning.</li> <li>A completed independent living facility complex</li> </ul>
	<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress in the establishment and implementation of the training plan for service providers.</li> <li>The development of care facilities that meet the needs of the community's elderly population</li> <li>Availability and utilisation of respite and palliative care options in Pormpuraaw.</li> <li>The completion of the independent living facility complex.</li> </ul>		
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Develop and Deliver Training Plan for Aged Care		EMCom	All staff either completed or working towards Cert III	<b>No progress to date</b>
Consult with Council on ILF		CEO	Agreement on use of ILF	
Develop Plans for new HACC Centre		CEWO	Plans Developed	



## 2. BUILT ENVIRONMENT – SHAPING OUR SURROUNDINGS

### Statement of Intent

Develop a resilient and healthy community with the right infrastructure to ensure safety, inclusivity, and the celebration of our culture while planning for future growth and development.

2.1	Objective	Construct a new Council administration centre that meets the operational needs and enhances community engagement.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Consult with the community on building plans, secure 100% funding, and develop a transition plan for staff relocation and operations continuity.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Successfully completed the construction of the new Council administration centre within 24 months, fully funded, with all operational and community engagement goals met by 30 June 2026.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Building Plans Progress is measured by completed reviews and community engagement milestones, the percentage of funding secured, and transition plan developed in time that enables staff operations</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Design	\$15M	CEO	Approval by Council	
Relocation Plan		ELT	Staff relocated so that can continue work unhindered	
Demolition		EMOps	Clean site	
Tender		CEO,EMOps	Multiple prices received	
Award Tender		CEO,EMOps	Value for money achieved	
Construction		EMOps	Building to occupation accessibility	
Occupation		ELT	Occupation	

2.2	Objective	Pormpuraaw has improved and reliable road access to the PDR		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Advocate to the State Government to continue funding the Pormpuraaw access road to the PDR and engage with Cook Shire Council to establish an arrangement for Council to conduct road works in Cook Shire.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Ensure continuous funding and support for the Pormpuraaw access road to the PDR within 12 months and establish a formal road works agreement with Cook Shire Council.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Number of engagements with the State Government on road funding, with a target of 2 per year.</li> <li>Progress with the establishment of an agreement with Cook Shire, with a target of completion.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
MOU with Cook Shire		EMOps, CEO	Agreed rates signed under MOU with Cook	
Attend CYP meetings		CEO	Attendance at CYP meetings	

2.3	Objective	Establish and operate a Bakery/Café that enhances community life and supports local economic development.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Investigate options to commence bakery operations and implement the agreed approach to bakery operations.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Complete the investigation and report to Council by 31/12/2024</li> <li>Commence bakery operations by 31/12/2024</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress with options identification and report to Council.</li> <li>Progress with the commencement of bakery operations, with a target of completion by 31/12/2024.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Employment of Bakery Manager and Assistant Manager			Positions filled and production has begun	

2.4	Objective	Ensure there is adequate residential land available to meet housing demand.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Construct a new subdivision of residential land.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Complete the subdivision of residential land to ensure an adequate supply of housing to meet community demand by 31/12/2025</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress with the subdivision, with a target of completion by 31/12/2025.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Survey		CEO,EMOps		
Infrastructure design		CEO,EMOps		
Ensure Environmental Compliance		CEO,EMOps		
Pricing Sought		CEO,EMOps	Pricing sought for clearing/levelling, roadworks, plumbing/elec works	
Tenders Awarded		CEO,EMOps	Value for money	
Works carried out		EMOps	Ready for houses	

2.5	Objective	Ensure Community repair and improvement projects are carried out per budget		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Carry out all budgeted repairs and maintenance are carried out this financial year</li> </ul>	<b>Target</b>		
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Repair council infrastructure repairs and maintenance in a planned and methodical way</li> </ul>	<ul style="list-style-type: none"> <li>Carry out all planned infrastructure projects</li> </ul>		
	<ul style="list-style-type: none"> <li>Complete of all W4Q5 works</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
All works to be programmed with relevant Team leaders		EMOps	All non-new build works on budget to be carried out in 25/26 financial year.	



### 3. NATURAL ENVIRONMENT – IT BEGINS WITH EACH OF US

#### Statement of Intent

Ensure the health and sustainability of the natural environment through effective natural resource management, community engagement, proactive conservation, and carbon reduction initiatives.

3.1	Objective	Ensuring the Natural Resources Management Plan delivers positive environmental outcomes.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Implement and maintain the Natural Resource Management Plan.</li> </ul>		<b>Target</b>
<b>Strategic Indicators</b>		<ul style="list-style-type: none"> <li>Progress with Natural Resource Management Plan actions implementation.</li> </ul>		<ul style="list-style-type: none"> <li>Complete all actions within the Natural Resource Management Plan within the target time frames.</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Implement Natural Resources Management Plan		EMOps	Natural Resources Plan Implemented	

3.2	Objective	Ensure dogs in the community are healthy and well looked after.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Maintain vet visit program and upgrade animal holding facilities.</li> </ul>		<b>Target</b>
<b>Strategic Indicators</b>		<ul style="list-style-type: none"> <li>Number of vet visits per year.</li> <li>Progress with facility upgrade.</li> </ul>		<ul style="list-style-type: none"> <li>Conduct 2 vet visits per year.</li> <li>Complete facility upgrades by 30/06/2026</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Delivery of 2 vet visits per year		EMOps	2 Vet Visits each year	

3.3	Objective	Promote the benefits of cleanliness of private and public land.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Promote the benefits of tidiness and cleanliness of the whole town through initiatives like bulk rubbish collection, garden competitions &amp; street bins.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Implement 2 community tidiness promotion initiatives per year.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Community cleanliness program developed and implemented</li> <li>The number of community tidiness promotion initiatives.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Distribute new bins for those broken by Garbage Truck		EMOps	Every house has an operational and not broken bin	
Community Cleanup for Governors Visit		EMOps	Community looks Great	
Removal of broken vehicles		EMOps	Vehicles removed for community	

3.4	Objective	Protect and manage local turtle species effectively.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Foster the outcomes of the Turtle Program for future protection and management</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Provide ongoing support and enhancements for the Turtle Program.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Level of support for the Turtle Program.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Undertake turtle monitoring project		EMOps	Increased number of turtle nests saved	

3.5	Objective	Continue the Ghost Net Program to protect the environment.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Support the Ghost Net Program through recycling and aiding environmental protection.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Maintain ongoing support for the Ghost Net Program.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>An improved level of support for the Ghost Net Program</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Undertake ghost net program		EMOps	No ghosts nets on beaches	

3.6	Objective	Develop positive carbon reduction outcomes through proactive measures.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Update Council on arrangements and continue to participate in the carbon (savannah) burning program.</li> <li>(Green House Gas Inventory assessment)*</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Complete updates and continue participation in the carbon (Savannah) burning program by 31/12/2024.</li> </ul>
	<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress with carbon burn update to Council.</li> </ul>		
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Undertake training for carbon activities		EMOps	Training completed	
Complete and lodge 2024 Carbon reports		EMOps	Carbon reports complete	
Investigate new ACCU contract		CEO	New contract in place with increased returns on ACCUs	



## 4. ECONOMY – CREATING OUR FUTURE

### Statement of Intent

Foster economic growth and community development by enhancing education and training opportunities, improving infrastructure, ensuring reliable essential services, and promoting tourism and community engagement initiatives.

4.1	Objective	Retain trainees and school leavers in the community and establish a multi-purpose training centre and middle secondary school in Pormpuraaw.					
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Plan and source funding to establish a multipurpose training centre.</li> <li>Advocate the State Government to establish a middle secondary school</li> <li>Develop strategies to support families in retaining children in boarding school.</li> </ul>	<b>Target</b> <ul style="list-style-type: none"> <li>Establish the training centre and middle secondary school by the targeted timelines by 31/01/2028</li> </ul>					
					<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress with training centre planning.</li> <li>Number of meetings and communication activities for the middle secondary school.</li> </ul>	
						<ul style="list-style-type: none"> <li>Progress with the development of family support strategies.</li> </ul>	
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>			
Lobby Government for Community University Centre		CEO	Funding secured for CUC				
Lobby Government for middle secondary school		CEO	Funding secured for middle school				
Lobby Government for additional support for boarding students		CEO	Additional support for families of boarding students				

4.2	Objective	Ensure upgraded SES facilities and promote community service through volunteering.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Advocate for upgraded SES facilities.</li> <li>Promote the benefits of community service by volunteering at the SES.</li> </ul>	<b>Target</b> <ul style="list-style-type: none"> <li>Conduct 2 advocacy activities and 2 promotional activities per year.</li> </ul>		
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Lobby and apply for additional SES Funding		EMCom	New SES Facilities	<b>No progress to date</b>
Promote SES volunteering		EMCom	Increase SES membership	<b>4 SES memberships Training scheduled 7-12<sup>th</sup> Sept 2025</b>

4.3	Objective	Seal the remainder of township streets.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Develop a budgeted plan and schedule for paving.</li> </ul>			<b>Target</b>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>A plan and timeline for sealing agreed upon</li> <li>Progress with implementing the paving plan in accordance with the plan.</li> </ul>			<ul style="list-style-type: none"> <li>Complete the paving of township streets as per the budgeted plan</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Complete final 3 lanes for paving under R2R		EMOps	All Streets and Lanes in Community are paved	

4.4	Objective	Establish a profitable "Containers for Change" business in Pormpuraaw		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Develop a feasibility study and implementation plan that enables Council to be informed and work with stakeholders to bring Containers for Change to Pormpuraaw.</li> </ul>			<b>Target</b>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>The completion of the feasibility study, approval of the implementation plan, the number of stakeholder engagements, securing funding and partnerships, launching the business, and achieving profitability benchmarks within the first year of operations.</li> </ul>			<ul style="list-style-type: none"> <li>Complete the business feasibility study by 31/12/2024</li> <li>Establish the "Containers for Change" business by 31/12/2025</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Have month Containers for changes visits		EMCom	Monthly Cash for Cans Visits	<b>Visit 30.05.25</b> <b>Scheduled visit 11.07.25</b>
Investigate a local stakeholder to undertake cash for cans		EMCom	Local provider for Cash for Cans	

4.5	Objective	Provide safe and reliable water supply and sewerage services.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Regularly test water supply and sewerage services to ensure compliance with relevant standards.</li> </ul>			<b>Target</b>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Compliance with Council's Drinking Water Quality Management Plan (DWQMP)..</li> </ul>			<ul style="list-style-type: none"> <li>Achieve 100% compliance with Council's DWQMP.</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Regular Water Testing		EMOps	No missed or non-compliant water tests	

4.6	Objective	Maintain the Pormpuraaw airport I line with CASA requirements		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Conduct maintenance and upgrades in line with the asset management and aerodrome operations plans.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Achieve 100% compliance with asset management and aerodrome operations plans.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>No significant or extreme risks are identified in the CASA audits.</li> <li>Self-compliance per the aerodrome operational plan.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Finalise Asset Management Plans		EMOps	Completed Asset Management Plans	
Conduct airport maintenance in line with asset management plans and operational plans		EMOps	100% compliance with asset management and aerodrome operations plans	

4.7	Objective	Upgrade Water Treatment Facility		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Supply adequate clean water to community and future proof town for new housing.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Get town production of potable water to 2ML per day</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Clean potable water</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Source funding for new Water Treatment Plant		CEO	New Water Treatment Plant	
Upgrade Water treatment plant prior to new housing	<b>\$3M</b>	EMOps	Present infrastructure plan to Council prior to 12/25	

4.8	Objective	Enhance tourism to add value to the community.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Review the camp fees at Council facilities.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>Complete the fee review.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress with the fee review.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Review Camping Fees		EMCor	Camping Fees Revised	
Develop Tourism Strategy		CEO	Tourism Strategy	
Upgrade Camping Facilities		EMCor		



## 5. ORGANISATION – DEVELOPING OUR CAPACITY

### Statement of Intent

Ensure integrity, transparency, and efficiency in Council operations through effective governance, community engagement, comprehensive communication, risk management, asset management, financial planning, and up-to-date policies and processes.

5.1	Objective	Ensure Council operates with integrity and transparency in all areas of business, decision making, and reporting.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Promote transparency in governance through best practices.</li> <li>Document and adopt an efficient and effective complaints process.</li> <li>Regularly review and update policies.</li> </ul>		<b>Target</b>
		<ul style="list-style-type: none"> <li>Maintain ongoing compliance with governance standards and complete all policy reviews and the complaints process documentation within the targeted time frames.</li> </ul>		
<b>Strategic Indicators</b>		<ul style="list-style-type: none"> <li>Compliance with Local Government Department governance checklist.</li> <li>Progress with policy reviews and updates.</li> </ul>		
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Establish procedures that are not documented		EMCor	Comprehensive procedure documents	
Update of HR Policies		CEO	Updated HR Policies	
Annual review of DLGP governance checklists		EMCor	Governance up to Date	

5.2	Objective	Enhance effective engagement with the community and stakeholders.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Continue to engage with and advocate for the Pormpuraaw community.</li> </ul>		<b>Target</b>
		<ul style="list-style-type: none"> <li>Number and quality of engagement and advocacy activities conducted.</li> </ul>		
<b>Strategic Indicators</b>				<ul style="list-style-type: none"> <li>Conduct ongoing engagement and advocacy activities in line with the Corporate Plan.</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Quarterly Interagency Meetings		CEO	Quarterly Interagency meetings	
Quarterly Stakeholder Meetings		CEO	Quarterly Pormpuraaw Stakeholders meetings	

5.3	Objective	Maintain an up-to-date, informative Council website.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Communicate Council activities, business, opportunities, and successes via the Council website.</li> </ul>		<b>Target</b>
		<ul style="list-style-type: none"> <li>Promote Council activities primarily through the Council website.</li> </ul>		
<b>Strategic Indicators</b>		<ul style="list-style-type: none"> <li>Website compliance with legislation.</li> <li>Regularity of website updates.</li> </ul>		
		<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>
Implement new website		EMCor	New website established	
Implement new intranet site		CEO	New intranet site	
Website updated within two weeks of Council Meetings		EMCor	Website Compliant	
Monthly newsletters		CEO	Monthly Newsletters	
Audit website with DLGP checklist		EmCor	Website Compliant	

5.4	Objective	Ensure effective and efficient corporate and administrative processes and services.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Report monthly to Council on financial and operational activities and conduct internal audits.</li> </ul>		<b>Target</b>
		<ul style="list-style-type: none"> <li>Compliance with QAO requirements.</li> </ul>		
<b>Strategic Indicators</b>				
		<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>
Two internal audits per year		EMCor	Two internal audits complete	
Monthly financial statements to Council		EMCor	Monthly Financial Statements to Council	

5.5	Objective	Implement risk management strategies that reduce potential harm to Council and the community.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Develop and adopt a compliant risk management framework.</li> </ul>			<b>Target</b>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Progress with the adoption and implementation of the risk management framework.</li> <li>Complete the development and adoption of the risk management framework by 31/12/2024.</li> </ul>			<ul style="list-style-type: none"> <li>Develop RMF by 31/12/2024</li> <li>Annual Reviews at 31 December</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Establish Risk Register Framework and Risk Register		EMCor	Adopted Risk Register	

5.6	Objective	A completed review and adoption of revised Local Laws.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Complete the review and adoption of Local Laws.</li> </ul>			<b>Target</b>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>A completed review and adoption of revised Local Laws.</li> </ul>			<ul style="list-style-type: none"> <li>Complete the review and adoption of Local Laws by 31/12/2026</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Review of Local Laws		CEO	Updated Local Laws	

5.7	Objective	Ensure the Asset Management Strategy is in place and effectively managing assets.		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Develop, adopt, and implement the Asset Management Strategy.</li> <li>Manage assets in an appropriate and efficient manner online with Long-term financial plans</li> </ul>			<b>Target</b>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>Asset Management Plans are reviewed.</li> </ul>			<ul style="list-style-type: none"> <li>Complete the development and adoption of the Asset Management Strategy by 31/12/2025</li> <li>Annual Reviews at 31 December</li> </ul>
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Develop Asset Management Plans		EMOps	Submit draft plan before July 2025 and adopted by 31 August 2025	

5.8	Objective	Implement best practice financial planning that incorporates the costs of assets over their lifetime for current and future needs.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Implement best practice financial planning processes.</li> <li>Ensure comprehensive financial audits with no qualifications.</li> </ul>		<b>Target</b> <ul style="list-style-type: none"> <li>Achieve nil audit qualifications through the implementation of best-practice financial planning.</li> </ul>
		<ul style="list-style-type: none"> <li>A lack of Audit Qualifications.</li> <li>Council is provided appropriate information on whole life costing for long term asset projects.</li> </ul>		
<b>Strategic Indicators</b>				
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Develop Investment Strategy		EMCor	Investment Strategy adopted	
Annual QAO Audit		EMCor	No audit matters arising	
Develop Whole of life costings for projects		EMOps & CEO	Whole of life costings for projects	

5.9	Objective	Ensure effective security of the Council Works Depot and its materials to reduce costs associated with criminal activities and equipment loss.		
<b>Strategy</b>		<ul style="list-style-type: none"> <li>Develop, cost, and resource a plan to improve security at the Council Works Depot.</li> <li>Ensure comprehensive financial audits with no qualifications.</li> </ul>		<b>Target</b> <ul style="list-style-type: none"> <li>Complete the implementation of the security improvement plan to enhance the security of the Council Works Depot by 31 December 2026</li> </ul>
		<ul style="list-style-type: none"> <li>Reduced damage and theft of supplies and equipment.</li> </ul>		
<b>Strategic Indicators</b>				
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
New Security Cameras Covering roadways		EMOps		
Upgrade compound fencing		EMOps		
Source additional Secure Storage		EMOps		

<b>5.10</b>	<b>Objective</b>	<b>Develop and maintain a comprehensive service catalogue that enhances the accessibility &amp; quality of services provided to the community.</b>		
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Create, regularly update, and promote a detailed service catalogue that clearly outlines all services the Council offers.</li> </ul>			<b>Target</b> <ul style="list-style-type: none"> <li>• Complete the service catalogue by 31/12/2025 and review and update it annually.</li> </ul>
<b>Strategic Indicators</b>	<ul style="list-style-type: none"> <li>• Completion and launch of the initial service catalogue.</li> <li>•</li> </ul>			
	<ul style="list-style-type: none"> <li>• Frequency and effectiveness of updates to the service catalogue.</li> </ul>			
<b>How we will achieve this</b>	<b>Budget</b>	<b>Responsible Person</b>	<b>KPI</b>	<b>Quarterly Update</b>
Establish a service capacity statement		EMops	Developed Service Capacity Statement/Booklet	

## Key Positions

CEO	Chief Executive Officer
EMOps	Executive Manager Operational Services
EMCor	Executive Manager Corporate Services
EMCom	Executive Manager Community Services