

Kowanyama Aboriginal Shire Council

# Corporate Plan 2018 – 2022\*



\* Extended to 30 June 2024 (as endorsed at the February 2023 Council Meeting)



## Contents

Introduction .....	3
Consultation Process .....	5
Our Vision .....	6
Our Mission .....	6
Our Values .....	7
Accountability.....	7
Respect.....	7
Diversity and Equality .....	7
Innovation .....	7
Maintaining Culture .....	7
Communication .....	7
Partnership .....	7
Excellence .....	7
Strategic Objectives .....	8
Environment.....	10
Arts, Culture and Recreation.....	11
Health, Well-being and Social Justice.....	12
Education and Capacity Building .....	13
Community Cohesiveness .....	14
Governance and Performance.....	15
Disaster Management.....	18
Infrastructure Development.....	19



## Introduction

A local government Corporate Plan is a document that sets of the aspirations over the next 5 years.

A Corporate Plan details the vision, mission, values, strategic objectives and actions.

It is the head corporate planning document within a council.

### Vision Statement

What Council wants to achieve in the future

### Mission statement

What Council will achieve day to day

### Values

What we believe in

### Strategic Objectives

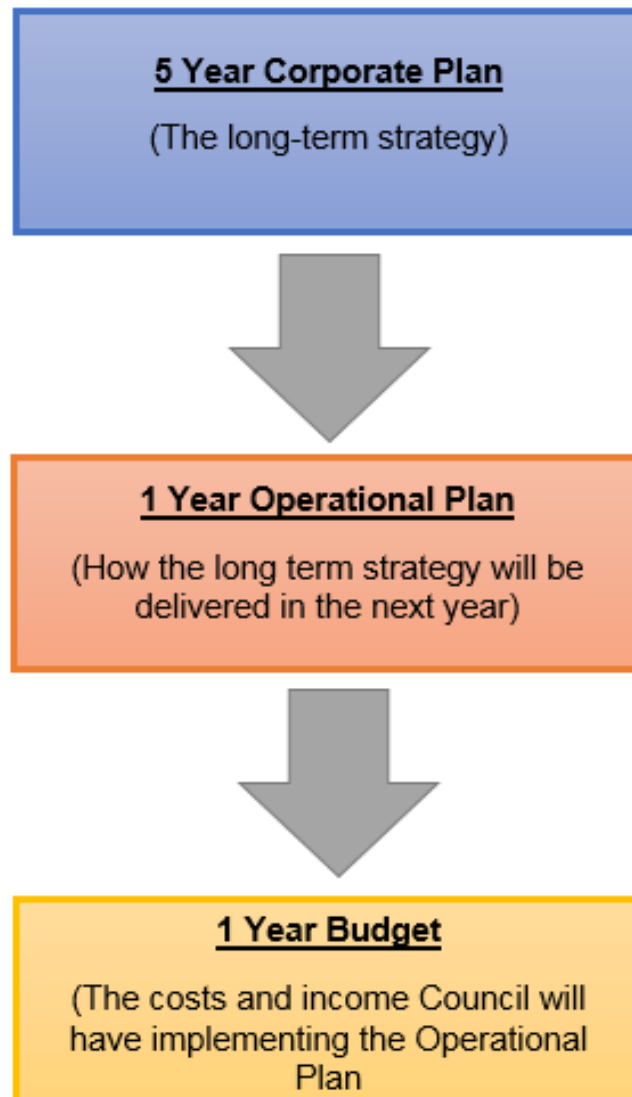
What we aspire to create

### Actions

What we going to do



The annual Operational Plan and annual Budgets are created in line with the aspirations within the Corporate Plan.





## **Consultation Process**

It is important that the Corporate Plan reflects the needs of community. The community were therefore asked to provide their views on the plan.

Community members' views on a new Corporate Plan were requested at the May 2017 and September 2017 community meetings. Following those meetings this draft Corporate Plan was created.

The draft Corporate Plan 2018 - 2022 was presented at the November Community Meeting and placed on our website. This final plan was presented at our December 2017 meeting with full endorsement received.

We look forward to working with community members, traditional owners, community groups, stakeholders and local, state and federal government partners over the next five years to implement this plan.



## Our Vision

(What council wants to achieve in the future)

***“To build a healthy and safe community, with strong economic opportunities and wellbeing services, through innovation and collaboration.”***

## Our Mission

(What Council will achieve day to day)

***“To deliver best practice council services, and work with stakeholders to ensure our community members receive first rate services, with a focus on business development, culture, education and wellbeing.”***



## Our Values

**Accountability** – our decision making is transparent, fair and in the best interest of the whole community

**Respect** – we listen to all views and communicate with our community members, stakeholders and employees with respect and professionalism

**Diversity and Equality** – we embrace diversity and treat all people with respect, and fairness, no matter their gender, age, sexual orientation, race or disability

**Innovation** – we embrace future technologies and tools and look for new solutions for the benefit of our community

**Maintaining Culture** – we embrace our culture and preserve and strengthen it for future generations

**Communication** – we understand the importance of clear, regular communication and we will communicate council decisions, projects and activities with our employees, community members and stakeholders

**Partnership** – we will work together with our fellow local councils, state and federal government and community groups and services

**Excellence** – we will strive to provide the best in everything we do



## Strategic Objectives

**1. Economic Development**

**2. Environment**

**3. Arts, Culture and Recreation**

**4. Health, well-being and social justice**

**5. Education and Capacity Building**

**6. Community Cohesiveness**

**7. Governance and Performance**

**8. Disaster Management**

**9. Infrastructure Development**





# Economic Development

## Aim

To strengthen and grow our local economy, leading to creation of sustainable jobs and business

## Actions

Provide the resources needed for a strong local economy – a healthy trained workforce, low crime, high speed telecommunications and good transport links.

## Operational Plan Deliverables<sup>1</sup>

4	Local Economy	Create a productive environment to encourage the growth of the local economy
7	Enterprise accommodation	Manage enterprise buildings to provide clean, safe and comfortable accommodation for stakeholders and visitors

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<sup>1</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.



# Environment

## Aim

To value and protect Kowanyama's pristine natural environment

## Actions

Maintain clean air, water and land

## Current Operational Plan Deliverables<sup>2</sup>

6	Carbon Footprint	Protecting the land for future generations
16	Environment	Protect the Kowanyama environment and reduce the impact of plastic
17	Community Environment	Promote beautification of community spaces and a "tidy town"
18	Health and enterprise	Community Gardens
78	Carbon Farming	Development and maintenance of Carbon Farming project
81	Lands and Environment	Rangers Program

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<sup>2</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.



# Arts, Culture and Recreation

## Aim

Support the celebration of our culture and encourage healthy recreation

## Actions

- Provide opportunities for community to create and enjoy art, including dance, music and painting
- Embrace culture and traditional lore, and protect cultural knowledge for future generations
- Provide sporting and recreation facilities for all community members

## Operational Plan Deliverables<sup>3</sup>

26	Sports and Recreation	Support of Sports and Recreation
27	Community Radio	Provision of high-quality service provision in line with funding agreement
82	Parks and Gardens	Provide a clean environment for the enjoyment of community members, stakeholders and tourism

<sup>3</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.



# Health, Well-being and Social Justice

## Aim

Enhance wellbeing and safety in the community

## Actions

- Work with the health and social justice sector to ensure community members have access to health services and encourage healthy choices to prevent illness.
- Work with the social justice sector to implement innovative, evidence based solutions, to reduce offending
- Provide quality social housing

## Operational Plan Deliverables<sup>4</sup>

10	Critical Mental Health	Improve the health outcomes of community members
11	Health - Preventative and Support	Women's, Men's and Young people's support groups
13	Health - Population	Promote evidence based strategies to improve community health promotion (preventive)
14	Justice	Promote evidence based strategies to reduce criminal offending
15	Justice	Review of Alcohol Management Plan (AMP)
23	Aged Care	Provide high-quality support to Aged Care clients
24	Disability	Preparation for National Disability Insurance Scheme (NDIS)
25	Housing	Tenancy management
69	Animal Management	Promote the health of animals in community to reduce risk to community members
70	Environmental Health	Promote the environmental health of community

<sup>4</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.



# Education and Capacity Building

## Aim

Support our community members, young and old, to access education to achieve their full potential.

## Actions

- Work with job service providers to ensure job seekers provided with the skills required to obtain sustainable employment
- Work with education providers to ensure our young people receive the best possible education
- Work with community to encourage participation in education and capacity building opportunities.

## Operational Plan Deliverables<sup>5</sup>

19	Childcare	Provision of high-quality service provision in line with funding agreement
21	Employment	Increase community capacity building
22	Centrelink	Provision of Centrelink agency services
60	Employee Capacity Building	A trained workforce and strong governance
65	Community Capacity Building	Provision of capacity building opportunities for community members
20	Education	Harness and celebrate local knowledge, culture and heritage, support our young people to gain the best education.

<sup>5 & 5</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.



# Community Cohesiveness

## Aim

Work in collaboration with our fellow community groups for the benefit of the whole community

## Actions

- Collaborate with our elders, traditional owners

## Operational Plan Deliverables<sup>6</sup>

12	Community Connections	Community Hub
28	Stakeholders	Community stakeholder relationship building



# Governance and Performance

## Aim

Work in collaboration with our fellow community groups for the benefit of the whole community

## Actions

- Collaborate with our elders, traditional owners

## Operational Plan Deliverables<sup>7</sup>

1	Budget	Ensure the Office of the CEO department operates in line within the allocated budget.
2	Performance - CEO	CEO Key Performance Indicators
3	Performance Employees	High-quality communication and performance of staff
5	Customer Service	Provide user-friendly, respectful and proactive customer service delivery
9	Budget	Ensure the Community Services department operates in line within the allocated budget.
29	Budget	Ensure the Finance department operates in line within the allocated budget.
30	Assets	Responsible management of assets to support long-term financial sustainability
31	Assets	Revaluation and condition assessment of assets
32	Audit	External Audit
33	Budget and Financial Statements	Strengthen Council's long term financial planning
34	Debt Recovery	Manage debtors through lawful, ethical and cultural sensitive approaches

<sup>7</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.



35	Finance systems	Ensure finance systems meet Council requirements
36	Insurance	Active insurance policies to reduce risk to Council
37	Procurement	Review Preferred Supplier List
38	Procurement	Contract Management
39	Procurement	Purchasing
40	Budget	Ensure the Corporate Governance department operates in line within the allocated budget.
41	Publications	Ensure the professional corporate branding and information provision to stakeholder groups to communicate Council's vision, mission, values and progress.
42	Performance	Project approvals and feasibility studies
43	Advocacy	Advocating Council's strategy objectives to Local, State and Federal government departments and relevant bodies (1)
44	Advocacy	Advocating Council's strategy objectives to Local, State and Federal government departments and relevant bodies (2)
45	Audit	Compliance with Local Government Act 2009 Audit Committee requirements and best practice
46	Compliance	Policies and Procedures
47	Information, Technology and Communication (ITC)	Computer assets
48	Land	Advocate for the resolution of Land Holding Act (Katter) leases
49	Land rating	Preparation of a land record identifying all rateable land (in preparation for possible changes to Aboriginal land rating provisions in 2018)
50	Legal	Ensure Council operations are inline with applicable legislation
51	Local Laws	Adequate local laws
52	Performance	Completion of Council action items and strategic plan deliverables
53	Public Affairs	An informed Council and Executive





54	Publications	Website
55	Records Management	Ensure all documentation is stored in accordance with QLD legislation and best practice
56	Risk Register	Responsible management of risks
57	Stakeholders	Professional corporate branding
58	Budget	Ensure the Human Resources department operates in line within the allocated budget.
59	Council Culture	Communication and collaboration with employees
61	Employee Health	Promote employee health and well-being for a happy and productive workforce
62	Work, Health and Safety	A safe working environment
63	Employee Performance	Staff performance and retention
64	Employee Management	Recruitment and management of staff
66	Enterprise Bargaining Agreement (EBA)	Preparation for possible Enterprise Bargaining Agreement (EBA) in 2018/2019
67	Budget	Ensure the Infrastructure, Works and Projects department operates in line within the allocated budget.
68	Funding Applications and Acquittals	Sustainable finances to support operations
71	Town Planning	Safe, happy, green and healthy community town planning
72	Planning Scheme	Review of planning scheme to ensure it meets the needs of current and future community members
79	Fleet	Fit for purpose work vehicles in line with budget restrictions
80	Plant	Fit for purpose plant in line with budget restrictions
83	Projects	Coordination of capital works to ensure high-quality projects in line with budget restrictions



# Disaster Management

## Aim

Work in collaboration with our fellow community groups for the benefit of the whole community

## Actions

- Collaborate with our elders, traditional owners

## Operational Plan Deliverables<sup>8</sup>

8	Disaster Management	Disaster Management Planning
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<sup>8</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.



# Infrastructure Development

## Aim

Provide first rate housing, roads, water services.

## Actions

- Ensure we invest in our assets and infrastructure.

## Operational Plan Deliverables<sup>9</sup>

73	Building - New	Responsible management of new assets, compliance with regulator requirement and undertaking of works in line with contracts
74	Building - Repairs and Maintenance	Responsible management of repairs and maintenance of existing assets, compliance with regulator requirements and undertaking of works in line with contracts
75	Corporate Buildings	Maintain safe and comfortable staff work environments
76	Staff Housing	Maintain safe and comfortable staff home environments
77	Fire safety	Reduce fire hazards
84	Roads	Provision of safe and fit for purpose roads
85	Sewerage	Provision of fit-for-purpose sewerage services
86	Waste	Provision of fit-for-purpose waste services
87	Water	Provision of fit for purpose water services
88	Air-conditioning	Maintain a comfortable temperature for staff areas

<sup>9</sup> The Operational Plan deliverables have already been set in the 2017-2018 Operational Plan and cannot be changed at this stage. The Operational Plan deliverables have been included just for reference.