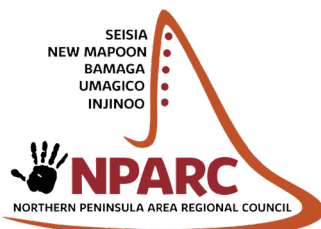


Northern Peninsula Area Regional Council

CORPORATE PLAN
2022-2026



ACKNOWLEDGEMENTS

We wish to acknowledge the Traditional Owners of the lands and waters of the Northern Peninsula Area Regional Council Local Government Area and pay our respect to the Elders past and present.

We also wish to acknowledge you, our valued constituents and stakeholders of the NPA, for your engagement in our Corporate Plan 2022-2026 development and in its implementation over the coming years.

Esso.

FORWARD

Our Corporate Plan guides Council's service delivery and activities over the next five years through a number of objectives under five key areas of focus. These objectives directly address the feedback and biggest Regional issues identified by our community, in developing this plan.

Council is committed to addressing and delivering what's important to our community, including animal control, community safety, community housing management, youth activities, better community amenities, road signage and improved communication from Council.

Our vision for the Northern Peninsula Area is to work together to build a connected community. To achieve this, we must grow opportunities for our Indigenous community and enrich the lives of our people while preserving and protecting the rich culture of our Region.

Strengthening our economy is a key priority for Council to address the challenges we face as a remote community. Council will actively advocate for greater services and improved connection in our community to provide more opportunity for our people.

I thank you for your involvement and feedback in the development of this plan, which will help guide our journey over the next five years and provide a strong foundation for Northern Peninsula Area Regional Council and our community.

Mayor Robert Poi Poi



MESSAGE FROM THE CEO

Council's Corporate Plan year outlines the way Council will budget for programs and services for the next five years, as we work toward a vision of building a strong and vibrant community in the Northern Peninsula Area.

The plan ensures we continue to deliver the programs and services most needed in our community. We will do this by advocating on behalf of our community, to gain access to, and funding for, services needed most, support and facilitate Indigenous and local employment and business opportunities.

Council's communication with the community was identified as an area requiring improvement, as part of our consultation on the Corporate Plan. We will work to achieve more regular and consistent communication and engagement with our community and within Council, providing more opportunities for open communication. This is vital to our ability to work together as a community and a key priority for Council.

Within Council, we will focus on recruiting, developing and retaining Council's team members, so that we can provide a high quality and consistent level of service to our community.

This plan is a commitment to our community to focus on the areas that matter most to you, and we look forward to updating you on our progress.

Kate Gallaway

Chief Executive Officer



EXECUTIVE SUMMARY

Our Five (5) Year Corporate Plan 2022 – 2026 outlines our proposed strategic direction (Vision) for the Region over the next five (5) years and states the performance indicators for measuring our progress. In developing our Corporate Plan, we have engaged with you (our valued constituents), our stakeholders and funders.

You have told us that Regionally, the following are the biggest issues requiring our attention over the coming five (5) years (presented in no particular order):



1 OPERATIONAL

- Improved Public and Environmental Health
- Local Laws Enforcement
- Community Housing Advocacy
- Economic Development
- Support Local Indigenous Employment
- Community Amenity/ Community Pride Projects/ Beautification
- Council Communication
- Community Safety, comprising:
 - Security
 - Noise
 - Antisocial behavior
 - Youth Advocacy
- Community Bus Service
- Staff Development, Retention, and Support



2 CAPITAL

- Community Housing and Housing Maintenance
- Road Signage
- Airport
- Jardine River Bridge
- Community and Access Roads
- Wharf and Boat Ramps
- Staff Accommodation
- Youth Activities, including:
 - a. Playgrounds (Shaded)
 - b. Waterparks

STRENGTHS

By harnessing our many strengths as a Region and organisation, we can overcome many of our challenges and realise these new and existing exciting opportunities. Our combined Regional and organisational strengths include:

- Our united and motivated team
- Our capacity for increased community engagement, advocacy and partnerships
- The physical beauty of the Region
- The rich culture of the Region
- Our clear Vision and Mission
- Our awareness of what is working, and what is not working for us, as informed by community
- Our staff engagement
- Our appetite for change

This is by no means an exhaustive list.

OPPORTUNITIES

Many new and existing exciting opportunities exist for us, some of which are presently underutilised/ unharnessed, including but not limited to:

- Economic development and jobs
- Tourism
- Community engagement, advocacy and partnerships
- Building capacity in community
- The physical beauty of the Region
- The rich culture of the Region

CHALLENGES

Being a remote Indigenous Regional Council, we face many unique challenges in realising our regional objectives, not least of which include:

- Difficulty accessing community
- Cost of living
- Harsh environmental conditions
- Lack of freight options
- Impacts of climate change
- Financial sustainability due to reliance on Government funding and a lack of own-source revenue opportunities
- Indigenous land management complexity
- Legacy issues in Asset Management including aging infrastructure and no longer fit for purpose
- Communication and Technology including telecommunications and connectivity
- High prevalence of chronic disease
- Legacy issues arising from history of amalgamation and transition to the Local Government Act
- Housing
- Limited economic development opportunities
- Lack of public transport

It is acknowledged that many of these challenges equally serve as opportunities and strengths for Council. Accordingly, our Corporate Plan 2022-2026 seeks to embrace these challenges as a reality and innovatively seek improvement through a strengths-based approach.

OUR APPROACH

To harness our strengths to overcome our challenges and realise these new and existing opportunities for our Region, we need a strategic plan; a Corporate Plan.

What is a Corporate Plan?

It is a requirement under the Local Government Act 2009 (Qld), that we (as your Local Government) have a system of financial management which includes a 5-year Corporate Plan. A Corporate Plan must be prepared by each Council for each period of five (5) financial years and it must be adopted in sufficient time to allow a budget and Annual Operational Plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the plan.

A 5-year Corporate Plan may be amended at any time by us, but must:

- Contain an outline of the strategic direction of our Council; and
- State the performance indicators for measuring our progress against achieving our Vision for the future of our Region.

Our Corporate Plan 2022-2026 will identify what we want to achieve over the next five (5) years, and how we intend to get there and how we will measure our success.

CORPORATE GOVERNANCE FRAMEWORK



Figure 1: Corporate Governance Framework¹

¹ Acknowledgements to the Cook Shire Council for use of this *Corporate Governance Framework* cited from its *Corporate Plan 2017-2022* and adapted to suit.

COMMUNITY ENGAGEMENT

For full details on the community engagement process in developing this 5-year Corporate Plan, please see Schedule 3 – Community Engagement.

OUR VISION/ MISSION/ VALUES

During Stage 1 (Councillor and Executive Workshop) we developed a proposed new Vision/ Mission/ Values Statement consistent with Councillor/ Mayoral quadrennial election campaigns, testing against the Vision/ Mission/ Values Statement of the former Council.

Our proposed new Vision/ Mission/ Values Statement was then presented to you during Stage 2 (Community Engagement) for your comments. Your comments were considered carefully by us and the following has now been endorsed and forms the basis of our Corporate Plan 2022-2026.



OUR VISION

Where do we want to be in 5 years?

Build a sustainable, culturally vibrant and connected community.



OUR MISSION

How will we achieve our Vision?

By growing Indigenous and local opportunities, enhancing, preserving and protecting our unique physical environment and unique Cultural Heritage, prolonging and enriching the lives of our People, promoting unity and leading multi-generational change.



OUR VALUES

What do we believe in?

1. Community focused
2. Respect and support for environment, culture and our people
3. Transparency and accountability
4. Working with stakeholders to plan and actively share responsibility for improving sustainable, service provision for community
5. Providing a safe and healthy working environment

OUR STRATEGIC PRIORITIES

Council's priorities over the next five (5) years have been placed into five (5) overarching Focus Areas:



Each Focus Area has multiple key objectives attached to it. Each key objective then has one or more actions/measures attached to it, along with an expected completion year to guide programming.

The Corporate Plan 2022-2026 **Table 1 - Strategic Priorities** is set at a Regional (rather than Divisional level), consistent with Council's budget and provides an overarching strategic plan consistent with the Vision and Mission. However, it is expected that each Annual Operational Plan and Budget will provide for individual Divisional priorities, each of which link to the overarching whole of Council Strategic Priorities.

FOCUS AREA ONE:

STRONG GOVERNANCE – INNOVATIVE, EFFICIENT AND SUSTAINABLE



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We can demonstrate a pathway to financial sustainability	Improve Asset Management Capability	x	x	x		
	Improve repairs, maintenance and renewal against all aged asset classes	x	x	x	x	x
	Increase available own-source revenue streams	x	x	x	x	x
	Increase revenue through government funding	x	x	x	x	x
We embrace technology and strive to reach our constituents, stakeholders, partners and funders through all leading mediums				x	x	x
We effectively fulfil our responsibilities as DOGIT Trustee	Investigate the Freehold Option			x	x	
	Establish Trustee policy to document individual community decision making processes for trust change proposals			x	x	
We have a comprehensive and compliant governance framework	Develop a fit for purpose policy and procedure framework	x	x	x		
	Develop robust internal audit processes	x	x	x		
	Demonstrate value to individual communities of Council operations			x	x	x
We have a clear vision, identity and set of values						x

FOCUS AREA TWO:

STRONG CULTURE – CULTURE IS RESPECTED AND CELEBRATED



Key objective	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We are a culturally-inclusive and equal opportunity employer	Develop Cultural Protocols policy to ensure Aboriginal and Torres Strait Islander culture is embedded into operations	x		x		
	Promote the cultural safety of our staff		x	x		
We are a unified community	Promote NPARC as one	x	x	x	x	x
	Recognise and celebrate the cultural differences of each community	x	x	x	x	x
	Develop community and region community value statements			x	x	x
	Advocate for a review of the impacts and model of amalgamation	x	x	x		
	Investigate alternative governance structures for individual communities outside of amalgamated councils			x	x	x
We respect Native Title and Cultural Heritage rights and interests	Build strong relationships with Traditional Owners and representative bodies based on mutual trust and constructive dialogue to facilitate growth of the NPA whilst recognizing and respecting cultural values	x	x	x	x	x
	Scope DOGIT transfer with the PBC, key community stakeholders and Government		x	x		
	Renegotiate the current ILUA with the PBC	x	x	x		
We aid in the preservation and protection of our cultural heritage and history	Continue cultural festivals every 2 years in the NPA		x		x	
	Develop a historical village and esplanade development (Injinoo)	x	x	x		
	Recognise the history of each community through development of historical sites			x	x	x

FOCUS AREA THREE:

STRONG ECONOMY - AN ECONOMICALLY VIBRANT AND GROWING COMMUNITY



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We support and facilitate Indigenous and local employment and business opportunities	Investigate opportunities for profitable new Council Enterprise Investment		x	x		
	Support new and existing local Indigenous Business to capitalize on business development opportunities	x	x	x	x	x
	Build capacity of new and existing local Indigenous Businesses by supporting business entrepreneurship workshops	x	x	x	x	x
	Review and enhance our Local Indigenous Procurement Policy & Procedure	x	x	x	x	x
	Form and maintain partnerships with tourism peak bodies (TTNQ / Tourism Qld / Chamber of Commerce)	x	x	x	x	x
	Leverage national partnerships on geopolitical issues to address emerging risks impacting on local business development	x	x	x	x	x
	Community infrastructure is maintained and developed to support business development	x	x	x	x	x
	Scope Jardine Ferry to be a roadhouse (with accommodation) and services to community		x	x		
	Provide additional opportunities of divestment to community enterprises			x	x	x
	Create opportunities for further traditional owner involvement in tourism partnerships			x	x	x
	Scope potential divestment of the Jardine River Ferry			x	x	
	Explore opportunities for IEOPs to have return investment to individual communities			x	x	x
	Council obtaining federal accreditation for large jobs to provided skilled opportunities			x	x	x
	Ensuring privatisation of business has return on investment to council for job creation			x	x	x
	Support local business with access to Council's professional development to succession plan their staff			x		

Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We have a full-enabled freight and transport infrastructure	Scope and develop public transport options for community	x	x	x		
	Improve access to goods, materials and services and ensuring appropriate freight pricing to assist with cost of living pressures	x	x	x	x	x
	Actively seek funds for necessary upgrades to NPA Airport to ensure operability	x	x	x	x	x
	Advocate for the implementation of the NPA Marine Hub Master Plan	x	x	x		
	Resolve irregularities in land tenure and local government boundaries for the Airport, Pajinka, Punsand Bay and Jacky Jacky	x		x		
	Secure investment to seal road from Jardine River to Injinoo	x	x	x	x	x
	Explore opportunities for privatization through taxi and private transport services			x	x	x
We facilitate homeownership opportunities in our community	Advocate for homeownership and social housing needs.	x	x	x	x	x



FOCUS AREA FOUR:

STRONG PEOPLE - AN EMPOWERING AND ENGAGING COUNCIL



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We engage regularly and effectively with our People	Improve internal communications with staff	x	x	x	x	x
	Improve external communications with our community and stakeholders	x	x	x	x	x
	Regular Divisional / Mayoral community meetings	x	x	x	x	x
	Improve inter-agency collaboration and engagement	x	x	x	x	x
	Scoping of alternative spaces for community meetings			x	x	x
We proactively manage community expectations and advocate effectively on its behalf	Review of delivery mechanisms and models for service delivery to community	x	x	x	x	x
	Our leaders undertake regular advocacy with all levels of Government	x	x	x	x	x
	Advocate for the continuation of the Local Fare Scheme			x		
	Advocate for increase services for vulnerable groups	x	x	x	x	x
	Advocating for specially targeted programs	x	x	x	x	x
	Ensure activities for all segments of the Community including youth and elderly	x	x	x	x	x
	Assert Council as the lead change-facilitator in NPA	x	x	x	x	x
	Our elected leaders embrace their role as Civic Leaders supported by Management	x	x	x	x	x
	Increase the number of social houses available for allocation in the NPA	x	x	x	x	x
	Provide opportunities for community control of social housing			x	x	x

Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We empower our people and invest in their futures	Establish a Succession Plan and Skills Transfer Program		x	x		
	Provide tailored training opportunities for career progression			x	x	x
We pride ourselves in being an Employer of Choice. Our people have pride in their workplace and enjoy working with us	Review working conditions to better suit the EBA	x			x	
	Improve the quality and quantity of staff housing to attract and retain staff	x	x	x	x	x
	Development of talent attraction and retention measures		x	x		
	Increased attendance rate in the workplace	x	x	x	x	x
	Provide opportunities for staff to provide exposure to local government across Queensland			x	x	x
We prioritise the Health, Wellbeing and Safety of our people	Workplace Health and Safety Policies are complete, effective and implemented	x	x	x	x	x
	Develop a robust wellbeing program to support the psychosocial needs of our staff			x	x	x



FOCUS AREA FIVE:

HEALTHY ENVIRONMENT – A PRISTINE AND SAFE PHYSICAL ENVIRONMENT



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We take pride in our community's amenity, natural beauty and functionality	Provide education and awareness program regarding community contribution to community amenity (community pride campaign)	x	x	x	x	x
	Support Master Planning – Jardine River/ Spatial Plans	x	x	x		
	Improve community signage / directions	x	x	x		
	Ensure community policy and infrastructure support families during sorry business		x	x		
	Rehabilitation of pre-NPARC sand and gravel pits to preserve and rehabilitate country			x	x	x
We operate an environmentally sustainable business – we are leaders in the conservation of the unique wild flora and fauna of the NPA	Improve organisational energy efficiency and workforce awareness	x	x	x	x	x
	Invest in renewable energy			x	x	x
	Implement a waste strategy including recycling	x	x	x	x	x
	Compactor to be introduced to the transfer station			x	x	x
	Improve waste management practices / strategy	x	x	x	x	x
	Review opportunities regarding regional waste strategy	x	x	x	x	x
	Mitigate the impact of the climate on our region			x	x	x
	Review waste management strategies for traditional practices and hunting to minimise impact on the community				x	x

Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We are prepared for Disaster Management – we are a resilient Community, competently led by Council in the event of disaster	Lead the regular engaging of LDMG	x	x	x	x	x
	Development and regular updates of Disaster Management Policies and Procedures	x	x	x	x	x
	Advocating for improved SES / Rural Fire response	x	x	x	x	x
We have a safe community able to be enjoyed by all	Community Safety Plan to be developed and actions implemented	x	x	x	x	x
	Improved Sport and Recreational Programs and Infrastructure including playgrounds	x	x	x	x	x
	Implement Animal Management Strategy for dogs, horses and crocodiles	x	x	x	x	x
	Work with stakeholders to improve community security	x	x	x	x	x
	Work with stakeholders to address noise and antisocial behaviour within community	x	x	x	x	x
	Support development of Community Gardens inclusive of fruit trees			x	x	x

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