



2015- 2020 Corporate Plan

'Paanja way!'

Mapoon: Strength through... Pride, Family, Culture, Unity

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Mayor's Message

I commend to you this corporate plan for your reading pleasure.

This corporate plan has been developed after extensive community consultation and seeks to reflect what the community has identified as issues of priority for Mapoon.

I thank all those who participated in this project, your input is highly valued and commended. We appreciate some did not participate and there are many reasons why this may have happened. The information gathered has come from a wide section of our community and we are confident the sample covers a wide enough group.

This document is a strategic plan for our short term future, looking five years ahead of our current position. The ideas captured will be prioritised to reflect potential for realisation and this information will be incorporated into the operational direction of council.

I have every faith in the employees of the council and especially their abilities to use this information to keep us going forward. This process forms part of Council's overall change management strategy and our bringing this information together is a



demonstration of our commitment to changing the way community wants it.

There is a saying: "be careful what you pray for, you just might get it!" – You have told us what you want and now we need your support to make it happen. We encourage all our stakeholders and partners to incorporate our plans into their operations and join us in taking Mapoon forward.

A handwritten signature in black ink, appearing to read 'Peter Guivarra'. The signature is stylized and written over a white rectangular area.

Peter Guivarra
Mayor

Message from Chief Executive Officer

I also commend to you this five year corporate plan for Mapoon Aboriginal Shire Council: 2014-19.

This plan will be the second corporate plan of council and will include the new directions for Mapoon Shire. I would like to state that this report came about as a community effort and done a little differently than last time.

I thank all those who gave their time to provide the detail that is now in the plan. I also acknowledge the work done by our consultants and local staff who put considerable time and energy into shaping this plan. Together you have done a fantastic job and this is clear and present in the content and layout of the document.

This plan will be used by all of us. It will be given to our partners and available through our various channels for everyone to access. We want it to be a living document and reflecting where we as a shire need to head.

For those who are not sure about this documents or the process I paint for you this picture – you need to see the council as a boat on a journey across the sea (the sea being the direction of council). In order for us to get to where we are going we first need an idea about where we want to end up. From this point we need to make sure our boat is in working order and has the



right people and equipment to make the trip (planning & preparation). Once we commit to the journey there are list of known experiences we can prepare for and these are listed (mentally and physically) and everyone on board is aware or has had this same experience – so we can respond properly when tested.

I am confident we have the right equipment and people to take this council and community forward.

The challenge is in place for all council staff to join in and help make this your own.

A handwritten signature in black ink, appearing to read 'Leon Yeatman', written over a white background.

Leon Yeatman
CEO

Meet our Councillors



Councillor Polly Smith Deputy-Mayor 2012-13

Portfolios:

- Alcan Ely Bauxite Mine Trust
- Land & Sea (MASC Seat on MILSAC)
- Social Events



Councillor Aileen Addo Deputy-Mayor 2013-2014

Portfolios:

- Sport and Recreation
- Health
- Planning
- Community Safety



Councillor Ricky Guivarra Deputy-Mayor 2014-15

Portfolios:

- Committee Member for the WCCCA (Northern Sub-Trust)
- Justice
- Housing
- Youth
- Community Services (Men)



Councillor Beryl Woodley Deputy-Mayor 2015-16

Portfolios:

- Aged
- Community Services (Women)
- Education (P&C Representative)
- Finance

Forward

Mapoon is a remote Aboriginal Shire Council situated on Port Musgrave and encompassing the head waters and tributaries of the Ducie and Wenlock River systems, on the north west coast of Cape York Peninsula.

In the past, growth opportunities for Mapoon have been limited to within the town area - this has had more to do with infrastructure, services and land tenure. The absence of a planning scheme, model for change, owner's consent and land leasing processes have inhibited our growth potential and is something partners have been working on together.

Since the completion of the original Corporate Plan in 2010-2015, the Shire Council has been active in lobbying government, negotiating with partners about progress and achieving change. Negotiations with the State Government on correcting legislation and procedural anomalies have been forthright and fruitful. The latest in the list is the Indigenous Land Use Agreement which is currently before the Minister for approval. The introduction of "financial sustainability" for all Queensland local authorities has moved the bar higher for all councils and Mapoon has been working to ensure our sustainability status is clear.

During the past two years we have carried out several important projects which will have a lasting impact on our township's future direction. An extensive Community Visioning exercise and Mapoon's Urban Master Plan were finalised and Council has recently facilitated the formulation of a Sustainable Economic Development Strategy for 2014-2017.

In the past, the key driver of growth in the area has been social infrastructure investment. The development of bauxite mining in the region has been the key driver for all activities outside of Mapoon. The majority of the developed tenement interest in the region is under the ownership of Rio Tinto Aluminium (RTA). The bauxite mining activity offers benefits and opportunities to its surrounding shires (Mapoon, Napranum, Cook and Aurukun) through employment, royalties and indirectly with ancillary business/connections to the business hub developed around Weipa Township (governed by the Weipa Town Authority – not a Local Authority under the Local Government Act 2009). The opportunity also exists for other mines to be opened close to the shire and Council, as a Trustee, and the Traditional Owners are involved in Indigenous Land Use Agreement negotiations.

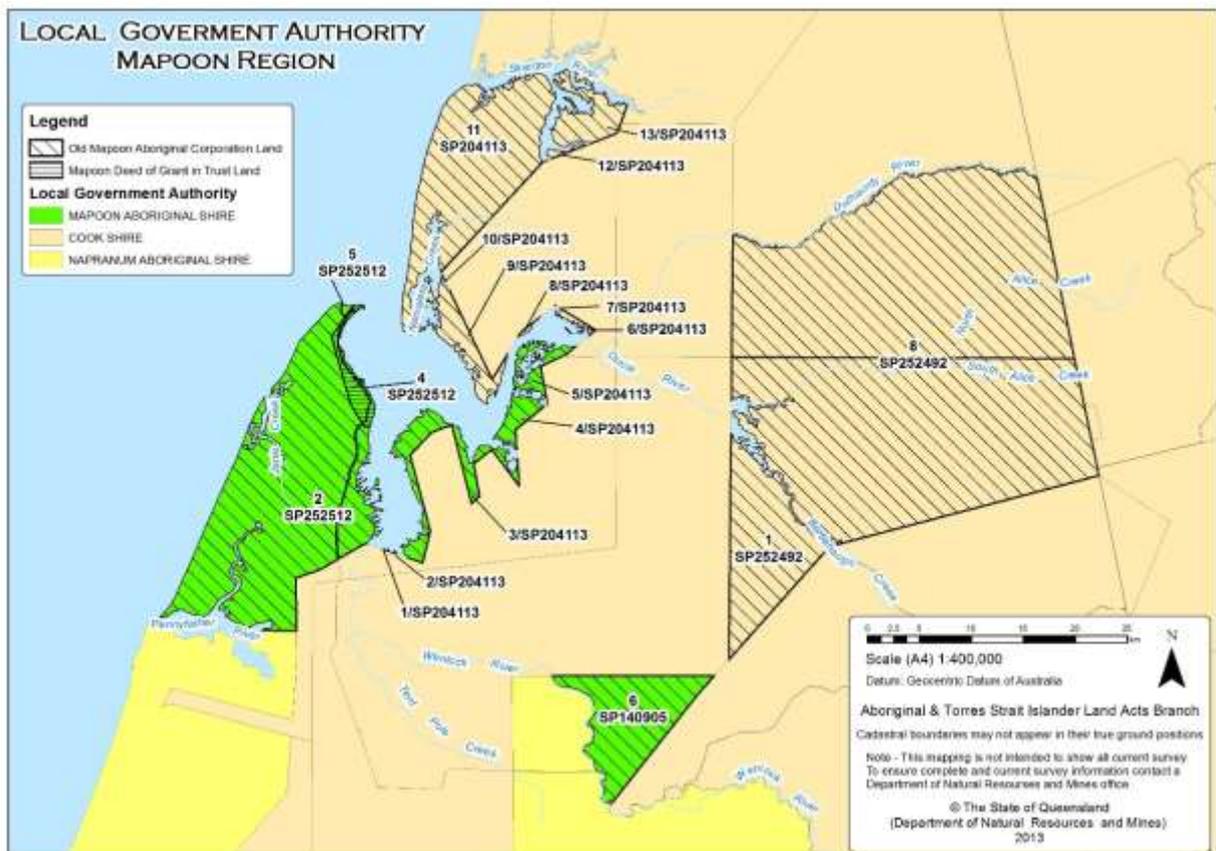
Mapoon Aboriginal Shire Council is articulating a vision for the future, developing policies, processes and procedures that will help manage home ownership. Changes brought about by the introduction of the Sustainability Planning Act 2009 and the Aboriginal Land Act 2004 provided a platform for the planning and development aspiration within the shire. Council intends to gain a working understanding of the legislation and to partner with the appropriate agency offering land use opportunities and put in place workable practices. We also advocate partnership and this is captured in our agreements for land use and development.



There is the potential to draw strength from the regional Local Government partners which incorporates Napranum Aboriginal Shire Council, Aurukun Shire Council, Cook Shire Council and the Weipa Town Authority. These opportunities will be sounded out and where real partnership project and joint ventures are prevalent appropriate structures will be created to maximise the full advantage of these opportunities as a going concern.

This Corporate plan is a five year strategic look at the opportunities for the shire. Mapoon council is excited by the challenges on offer and based on the level of community response to our engagement process. We will incorporate strategic indicators and key performance indicators with a focus on the sustainability of our Shire going forward.

It is clear the leaders and residents of Mapoon know what they want, have linked with the appropriate stakeholders and are willing to work for it.



Introduction

This strategic plan covers the period 2015-2029 and extends on the directions set in the Mapoon Aboriginal Shire Council Community Plan (2010-2020) and visioning work carried out during 2013. This report denotes that a local government election is due in the financial reporting period 15/16.

This document represents strategic focus for the council over the following five year period: between 2015 and 2020, and seeks to identify the key activities and commitments for council for the prescribed period.

Councils operational planning will be incorporated around the identified activities.

Vision & Mission

The vision for Mapoon Aboriginal Shire Council is this way:

'Paanja way!'

Mapoon: Strength through... Pride, Family, Culture, Unity

Our prescribed values as per the Local Government Act 2009 are prescribed as follows:

Integrity, Accountability and Transparency

Our business/organisational values are:

Community Ownership	<i>A valued, proud and accountable community sharing opportunities</i>
Accountability	<i>We remain open and honest in what we say and do</i>
Community Engagement	<i>Through trust and ownership, empowerment and passion, we create a strong voice through example</i>
Positive Attitude	<i>The confidence to create our destiny</i>
Working Together	<i>Unity creates positive outcomes and greater achievement</i>

Goals

To guide MASC, the following goals linked to our corporate objectives have been adopted:

Goal	Strategies:
Governance	<ul style="list-style-type: none"> • Maintain policies, procedures and practices; • Demonstrate quality controls and accountability; • Demonstrate leadership and transparent decision making practices; • Application of sound business principal and promote good governance; • Meet audit standards.
Economic Development & Employment	<ul style="list-style-type: none"> • Promote business/enterprise opportunity • Identify a range of services to cater for community need • Formulate Economic development plan • Identify infrastructure needs and suitable land for economic activities
Environmental Management	<ul style="list-style-type: none"> • Promote community awareness and pride • Advocate for Sustainable management practices • Support Integrated response strategies • Demonstrate Health, Safety and Wellbeing
Land use	<ul style="list-style-type: none"> • Land tenure - Home Ownership and leasing • Planning Scheme and Master Planning Policy
Education	<ul style="list-style-type: none"> • Advocate for education opportunities • Support the School identify and implementing quality educational programs • Advocate opportunities for adult and children education
Health & Aged Care	<ul style="list-style-type: none"> • Advocate for supply of quality health care services • Healthy lifestyles and physical activity • Healthy community
Justice	<ul style="list-style-type: none"> • Support a functional Justice group • Promote community awareness and advocate support for the AMP • Working relationship with Police and Intervention service providers
Infrastructure & Asset Management	<ul style="list-style-type: none"> • Mapoon Planning Scheme • Mapoon Priority Infrastructure Plan - Road, Water, Sewerage & Waste Management • Well managed and maintained Staff housing stock
Revenue Raising	<ul style="list-style-type: none"> • Viable Rating Service charge policies • Revenue raising strategies • Investment opportunities

SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats identified for Mapoon is as follows:

Strengths	<ul style="list-style-type: none"> • Natural beauty • Ecological diversity • Self determination • Capacity for growth • Untouched • Friendly • Spacious • Liveability • Lack of density (housing) • Cultural history (first contact) • IT Connectivity • Access to a port • Commercial airlines • Receptiveness to partnerships (business/entrepreneurs) • Receptiveness for engagement • Close to Weipa (schooling) • Flexibility for change • Tidiness and cleanliness 	Weaknesses	<ul style="list-style-type: none"> • Lack of awareness of potential partners (eg TTNQ) • Terrain / soil type • Some non-receptive (my way or the highway) – need to consider best options • Around capacity and education (not proof of capacity by some) • Lack of accommodation • Street lighting • Tourism infrastructure / marketing • Communication • Business acumen / commerce skills • Inward focus (not looking for opportunities outside) • Connectivity to markets (need to improve) • Governance – talk no action • Leadership • Impact of high school availability to attract staff • Lack of teenagers (succession planning – leadership) • Market – mature systems • Processes for creating business (finance, tenure etc) • Having to leave town for high school • Lack of employment for returning people • Cost of high schooling (accommodation, boarding fees)
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<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Opportunities</h1>	<ul style="list-style-type: none"> • Investment • Scholarships / study funds for better education • Sport pathways – ARL, AFL, Qld Hockey, Little Athletics, Netball • Rec Hall developed into Multi-sport facility/multi-purpose centre (dressing rooms, kitchen, basketball, netball, volleyball, futsal) • Making our skills transfer and transportable • Build accommodation • Tourism • Community Hub • IBA • Advance Cairns / BEC • Community hub • Carbon sequestration – carbon credits – cold weather burning • Alternative energy • Street signs • Building self-faith through mentoring • Markets • Mapping /identifying best options (economic strategy) • Strategic investment • Government policy changes (business models) • LGAQ training fund • Community business centre Commercial hub • Recreation /Service club • CYI youth programs • Keeping local economy • Cook Shire land • Create a new market – land use for business enterprise • Infrastructure investment (roads, airports) • Home based businesses • School based apprentices • Family Day Care • Work Experience • Alternate energy • Expansion of store – furniture, electrical 	<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Threats</h1>	<ul style="list-style-type: none"> • Wet/dry season in relation to agriculture/food • Lack of infrastructure (agriculture development) • Lack of infrastructure – roads, accommodation • Possibility that people won't come as tourists • Lack of housing • Natural hazards • Animals (pest management / dogs / horses etc) • Lack of planning for visitor management • Receptiveness to change • Weather and remoteness • Cost of doing business • Lack of strategic direction / focus • ROI – education / scholarships • Government policy changes • No succession planning – governance / leadership • Rio using capacity (trained workers) • Market volatility / forces • Regional priorities (govt) • Land use unsustainable • School drop-out due to being away from home
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Identified Community and Economic Development Projects

The following is a list of composite project opportunities which promote economic development and are potentially achievable over the next five years:

Project	Type	Time Horizon (Years)					Likely Proponents	
		1	2	3	4	5	Drivers	'Partners'
Electrical Trades	Commercial						Private	TBA
Builder	Commercial						Private	TBA
Yard Maintenance Business	Commercial						Private	TBA
Sporting hub - facility development	Community						MASC, OMAC, Mokwirri RJCP	DATSIP
Church	Community						Uniting Church	MASC Mokwirri
Historical Research & Cultural Revival - Geoff Wharton & Mokwirri	Community						MLSAC	WCCCA, OMAC & Mokwirri MASC
Men's Group - Infrastructure development	Community						MASC, Men's	DATSIP
Women's Group - Infrastructure development	Community						MASC, Women's	DATSIP
Radio & Communications Infrastructure Upgrade	Community						MASC	RJCP, PM&C
SES and RFS units	Community						MASC	EMQ
Sport & Recreation	Community						PCYC	MASC, Apunipima, QH, RJCP
Mapoon Clan tribal lands - repatriation (new DOGIT boundaries)	Cultural						MASC	TO, DLG, NASC
Spear Making & Cultural Artefacts	Cultural						RJCP	TBA
Mapoon Historical Centre - Old Mission Rejuvenation	Cultural						MASC	Rio Tinto, WCCCA
Oils - tea tree, sandal wood etc.	Economic						MASC	RJCP
Arts and Craft	Economic						Community	TBA
Accommodation - Units and Camper	Economic						Tourism	MASC, OMAC, IBA, Mokwirri, Private
Fishing Leasing	Economic						MASC	TBA
Fishing Tours	Economic						Private	TBA
Boat Hire	Economic						Private	TBA
Vehicle Hire	Economic						Private	TBA
Laundromat	Economic						MASC	IBA
New commercial facility - Bakery etc.	Economic						MASC	IBA
Café	Economic						Private	TBA
Mapoon Taxi service	Economic						MASC	DATSIP
Mapoon Bus service	Economic						Private	DATSIP

Project	Type	Time Horizon (Years)					Likely Proponents	
		1	2	3	4	5	Drivers	'Partners'
Market Garden - Asian market garden	Economic						RJCP	Private
Freight Transport	Economic						MASC	TBA
Picture Theatre	Economic						Private	TBA
Wreckers	Economic						Private	TBA
Recycling & Salvaging	Economic						MASC	RJCP
Motor Cross Venue	Economic						Private	TBA
Rodeo Grounds	Economic						Private	TBA
Bait & Tackle (Fishing & Camping)	Economic						MASC	Tackle World Etc.
Garage	Economic						Private	TBA
Hardware Store	Economic						Private	TBA
Craft Centre	Economic						MASC	TBA
Art Centre	Economic						MASC	DATSIP, PMC
Promotion of "Green" image / carbon credit opportunity	Environment						MASC	
Health Infrastructure - Apunipima	Health						Health	Apunipima, Qld Health, PMC
Alcohol Rehabilitation Service	Health						Health	DATSIP, PMC, Apunipima
Aged Care Facility	Health						Health	DATSIP, PMC, Apunipima
Gymnasium	Health						PCYC	MASC, WCCCA, Apunipima
Home Ownership and land leasing process	Housing						MASC, OMAC, Mokwirri	WVA, PM&C, CYLC
Early Learning Centre	Infrastructure						MASC	DATSIP, DLGP, DEWR
Airport: upgrade and tarmac sealing	Infrastructure						MASC	DTMR
Road upgrade - seal remaining sections	Infrastructure						MASC	DTMR,
Jetty	Infrastructure						MASC	DATSIP
Foot paths and bike paths	Infrastructure						MASC	DATSIP, RJCP
BBQ and outdoor seating (park facilities)	Infrastructure						MASC	DATSIP, RJCP
Vehicle Access - Cul-De-Sac Etc. Along Cullen Pt.	Infrastructure						MASC	DATSIP
Curbing & Channelling	Infrastructure						MASC	DATSIP
Road Access - Janie Ck	Infrastructure						MASC	Mokwirri, DATSIP
Metro Mining (formerly Cape Alumina) Development	Mining						Mining	DATSIP, Mokwirri
Cape Alumina Mining Camp & infrastructure	Mining						Mining	Cape Alumina
Sport and Recreation Strategic plan	Planning						MASC	MASC, DLGP,
Land use system	Planning						MASC	Mokwirri, DATSIP
Economic Development Planning	Planning						MASC	DATSIP
Sustainable fishing industry	Primary industry						MASC, OMAC,	DPI, PM&C
Live cattle export (including feedlot & holding yards)	Primary industry						MASC, OMAC, Mokwirri	DPI, PM&C, DEEWR, RJCP
Develop agriculture production - e.g. fresh fruit & vegetables	Primary industry						MASC, OMAC, Mokwirri	DPI, PM&C, DEEWR, RJCP
Develop timber industry	Primary industry						MASC	DPI, Private enterprise
Carbon Credit Trading - NAILSMA	Revenue						MASC	NAILSMA

Project	Type	Time Horizon (Years)					Likely Proponents	
		1	2	3	4	5	Drivers	'Partners'
Tourism Infrastructure Development Plan	Tourism						MASC, OMAC, Mokwirri	MLSAC, DEEDI, PMC.
Tourism Management Plan	Tourism						MASC, OMAC, Mokwirri	MLSAC, PMC, DEEDI, RJCP
Establish a tourism "link" road Stones crossing - Mapoon, Napranum, Cook	Tourism						DTMR, RTA, CSC	Councils
Cloughs Landing - camping, launch etc.	Tourism						MASC	RTA, WCCCA, OMAC & Mokwirri
Janey Creek Tourism	Tourism						MASC	WCCCA, OMAC & Mokwirri
Crocodile viewing tourism	Tourism						MASC	RTA, WCCCA, OMAC & Mokwirri
Batavia scenic route	Tourism						MSAC	RTA, WCCCA, OMAC & Mokwirri
Bird Tourism	Tourism						MASC	Mokwirri, DATSIP, PMC
Visitor Management: permits and systems	Tourism						MASC	Mokwirri, DATSIP, Rio Tinto
Horse Trail Rides	Tourism						Private	TBA
Bush Tucker Experience	Tourism						Private	TBA
Walkways In Swamp & Mangroves	Tourism						MASC	TBA
Information Centre	Tourism						MASC	DATSIP, Tourism

Strategic Action Plan Outline

Governance

Goal: Ensure the policies, procedures and practices are in place to ensure effective leadership and management of MASC operations

The Community is led by the Council which has the support of all family groups and other residents - *for the people by the people*

Ensure compliance with the Local Government Act 2009 and Regulations - *Integrity, Transparency and Accountability*

Ensure compliance with other legislative requirements - *systems and procedures in place*

Ensure commitment to good governance principles - *leadership and integrity*

What MASC seeks	What council will do				Target / KPI
	Action	Who	Timing	Resources	
1.1 The Community is led by the Council which has the support of all family groups and other residents	a. Develop a communication policy and implementation strategy	MASC, CEO	2011	Operational	1. Communication policy and implementation strategy In place, understood and regularly updated; 2. Develop and implement other appropriate policies.
	b. Councillors attending all organised training and meetings	MASC	Ongoing	Operational	3. Councillors attended training and transfer knowledge into practice; 4. Number of training personal development activities attended.
	c. Local Government Election	MASC, CEO	2016	Operational	5. Result of the election will determine community leadership team. 6. Mayor to lead council
	d. MASC to advertise a clear calendar of events	MASC, CEO	Annual	Operational	7. Calendar of events developed and advertised.
1.2 Ensure compliance with the Local Government Act 2009 and Regulations	a. Review of roles and responsibilities in accordance with Local Government Act 2009 & Regulations	MASC, CEO	Annual	DLG, LGAQ, LGMA	8. MASC and staff have a working knowledge of the LGA 2009 & Regulations.
	b. Attendance and active participation at all DLGP and LG association organisation events	MASC, CEO	Ongoing	DLG, LGAQ, LGMA	9. MASC and staff actively participate in planned events.

What MASC seeks	What council will do				Target / KPI
	Action	Who	Timing	Resources	
1.3 Ensure compliance with other legislative requirements	c. Maintain working commitment to LGA 2009 and Regulatory requirements	MASC, CEO	Ongoing	DLG, LGAQ, LGMA	10. Active participation and implementation of LGA 2009 and regulations.
	a. Active involvement in all government coordinated activities	MASC, CEO	Ongoing	DLG, LGAQ, LGMA	11. Level of involvement and participation; 12. Number of events attended
	b. Develop and implement appropriate policy and procedural requirements	MASC, CEO	Ongoing	DLG, LGAQ, LGMA	13. Maintain appropriate policies and procedures.
1.4 Ensure commitment to good governance principles	a. Actively promote and implement Good Governance policies and procedures	MASC, CEO	Ongoing	DLG, LGAQ, LGMA	14. Maintain appropriate policies and procedures.
	b. Participation and active involvement in government and stakeholder activities and events	MASC, CEO	Ongoing	DLGP, LGAQ, LGMA	15. Maintain a calendar of events 16. Active participation and involvement in organised.

Economic Development and Employment

Goal: Engage with the appropriate stakeholders to explore opportunities which will lead to sustainable economic development and employment

New Businesses are established and/or developed in Mapoon which generate a substantial inflow of funds to the community - businesses to create economic activity

Employment opportunities for residents are increased - Closing the Gap/Indigenous Employment Opportunities

New enterprises do not detract from the lifestyle or impact adversely on the environment - Opportunity without the negatives

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
2.1 New Businesses are established and/or developed in Mapoon which generate a substantial inflow of funds to the community	a. Develop an economic development plan identifying the economic opportunities available within the shire - including MASC related services	MASC, CEO	2017	New	17. Finalise Indigenous Land use agreement 18. Create a register of economic activities. 19. Advertise the leasing process under the ALA 20. Create a register of approved businesses
	b. Provide a pathway for community members to link with the appropriate Government and NGO	MASC, CEO	2016	Shared	21. Identify appropriate government agency and NGO's 22. Create network between Government & NGO. 23. Offer opportunities for community engagement
	c. Actively support sustainable business projects	MASC, CEO	Ongoing	Shared	24. Maintain register of registered businesses 25. Maintain register of authorised leases 26. Small businesses operating sustainably in Mapoon.
2.2 Identify opportunities for local Employment opportunities for residents are increased	a. Actively support projects which have a high local engagement component	MASC, CEO	Ongoing	Shared	27. Promote IEO policy for all Mapoon projects 28. Identify future projects and incorporate IEO into planning 29. Registered trainees
	b. Actively engage and support employment related projects and organisations which provide employment opportunities for shire residents.	MASC, CEO	Ongoing	Shared	30. Direct engagement with service partners 31. Create a Mapoon Plan listing projects and activities that support Indigenous employment 32. Create network between Government & NGO.

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
	c. Formulate a skills audit in cooperation with the relevant JSA, CDEP and relevant government agency	MASC, CEO, contracted service provider	Annually	Shared	33. Skills audit for Mapoon - periodic review process. 34. formulate list of future projects 35. Create a training plan for existing staff
	d. Identify the appropriate level of Indigenous Employment for Mapoon and actively promote this as a policy position	MASC, CEO	Annually	Shared	36. Formulate list of potential projects for Mapoon. 37. Set Indigenous employment policy position for all MASC projects. 38. Regular meetings between partners – e.g. TWG.
2.3 New enterprises do not detract from the lifestyle or impact adversely on the environment	a. Ensure enterprises proposals are clearly demonstrated in the Mapoon Economic Development Plan (plan to be amended where new opportunities are noted)	MASC, CEO	2013	Shared	39. Identify opportunities as part of community meetings. 40. Make available registration information for leasing 41. Promote contact details of Government Agents and NGO's. 42. Promote Mapoon Economic Development Plan.
	b. Lifestyle impacts to be clearly referenced in business proposals	MASC, CEO	2013	Shared	43. Incorporate into community meeting agenda 44. Specify as part of documentation issued to proponent. 45. Mapoon Economic Development Plan - assessment sheet.

Environmental Management

Goal: Maintain high environmental standards reflective of our cultural responsibilities and in line with legislative requirements

All community land is protected

Establishment of a Mapoon Land Trust

Ranger service maintained

Natural Resource Management Plan maintained and implemented

Local Laws to establish permit system

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
3.1 All community land is protected	a. All proposals must comply with MASC land use plan	MASC, CEO	2016	RILIPO	46. Mapoon ILUA 47. DA process developed and understood. 48. Maintain register of DA's 49. Shared servicing opportunities identified (where appropriate)
	b. Implement planning scheme	MASC, CEO	2015	RILIPO	50. Gazetted Planning Scheme 51. Develop and apply planning processes / policies
3.3 Maintain Ranger service	a. Long term plan including employment, activities and budget to be formulated for the long-term viability of the project.	MASC, CEO	Ongoing	State & Federal	52. Functioning Ranger program 53. Maintain register of personnel 54. Develop work calendar reflecting operational plan 55. Industry leader
3.4 Natural Resource Management Plan maintained and implemented	a. Develop the appropriate policies and tools to ensure NRM is clearly understood and implemented	MASC, CEO	Ongoing	Shared	56. Support the current trust arrangements for Mapoon Lands – MASC & OMAC. 57. Foster sustainable linkages with partners 58. Promote shared vision and advocate sustainability
	b. Work in partnership with stakeholders to identify appropriate economic opportunities which will add value to the shire and residents	MASC, CEO	Ongoing	Shared	59. Identify appropriate economic Opportunities for Mapoon 60. Develop and implementation economic plans and promote Cultural survival 61. Create strong networks with registered organisations (ORIC).

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
	c. Work in partnership with Mokwirri and other stakeholders to develop the appropriate plans and operational arrangements	MASC, CEO	Ongoing	Shared	62. Indigenous Land Use Agreement 63. Regular meetings to identify opportunities and support aspirations 64. Promote strength through partnership and participation.
3.5 Local Laws to establish permit system	a. Develop and adopt appropriate local laws by the due compliance date	MASC, CEO	Ongoing	MASC local laws	65. Maintain Local Law Register 66. Maintain Register of Authorised Officers 67. Maintain Authorised Officer Training Register

Housing

Goal: Provide system of housing which reflect the needs in the shire.

Create appropriate plans to ensure sufficient houses developed to accommodate growth. Approximately 100 new lots over a ten year period - Adequate house designs for location and demand focused planning accommodating future need

Priority home ownership for community members (first preference): extended to local residents and people with a historical connection to sites in Mapoon) – Housing Public Works and Tenancy Management – New development.

The needs of families should be recognised in determining house size and allocation - Housing design should reflect tenant/family needs

Mapoon Council with community should determine the allocation of houses in Mapoon without restriction - Local Control of tenancy allocation

Community members should be able to buy their houses on long term leases and resell them to community members. The pricing should be reasonable, based on the rent payable for the house (economic value) rather than the cost of constructing a new house - Home Ownership and Leasing

Confusing road names and house numbering should be corrected - Street names and House numbering system

Community members whose houses were burned down when the community was forcibly removed from Mapoon consider that they should receive compensation for this loss - State pay compensation for past harsh unjust actions

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
4.1 Create appropriate plans to ensure sufficient houses developed to accommodate growth	a. Promote the HPW as lead agent for Tenancy Management	MASC, CEO	Ongoing	QLD Housing	68. Housing application process 69. Register tenant application; 70. Number of new tenants registered 71. Maintain register of private housing.
	b. Develop appropriate land use and development plans to support future growth of the shire	MASC, CEO	Ongoing	Shared	72. Promote the Mapoon Master Plan 73. Maintain a register of EOI for land use; 74. Promote the terms of the Mapoon Community ILUA; 75. Formulate a program of scheduled works and Project Management Plan for social infrastructure investment 76. DA process applied and understood. 77. Maintain ongoing relationship with stakeholders

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
4.2 Priority home ownership for community members (first preference)	a. Clear statements about priority persons	MASC, CEO	2016	RILIPO	78. Develop clear terms of reference
	b. Land Use Agreement		Ongoing	RILIPO	79. Signed Land Use Agreement.
	c. Support the aspirations of local home ownership		Ongoing	IBA, RILIPO, HPW	80. Confirm Register of EOI for land use; 81. Confirm register of Housing need. 82. Advocate home ownership aspirations to Government Agent and NGO's
4.3 Housing design should reflect tenant/family needs	a. Community engagement on housing designs	MASC, CEO	Annually	Shared	83. Process of consultation 84. Presented options 85. Model for consideration
	b. Active involvement in state based policies which affect housing designs in remote locations	MASC, CEO	Ongoing	Shared	86. Clear process of consultation with government 87. Agreed options – range of designs 88. Variety to ensure design mix
4.4 Clear process for tenancy management	a. One system for tenancy Management in Mapoon	MASC, CEO	Ongoing	Qld Housing	89. Queensland Housing managing tenancies. 90. Signed agreement 91. Utilisation of local staff; 92. Dedicated office space
4.5 Home Ownership and Leasing	a. Information made available regarding sale of social housing	MASC, CEO	2014	RILIPO, IBA	93. Community engagement plan including strategies for Information disseminated to community (including newsletters, leaflets and meetings); 94. Develop a register of interest – based on EOI, 95. Signed agreement to proceed
	b. Information made available on what is involved to purchase/construct new housing	MASC, CEO	Ongoing	RILIPO, IBA	96. Community engagement plan including strategies for Information disseminated to community (including newsletters, leaflets and meetings); 97. Develop a register of interested persons 98. Develop an implementation plan.
5.6 Street names and House numbering system	a. Streets signs installed	MASC, CEO	2013	RILIPO	99. Street Names created; 100. Streets signs installed.

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
4.7 State pay compensation for past harsh unjust actions	a. Communicate the issue to appropriate state representative body	MASC, CEO	Ongoing	Shared	101. Issues identified and communicated; 102. Organised meetings.
	b. Report back to community	MASC, CEO	2013	Shared	103. Community meeting; 104. Strategic meetings held with directly affected parties.

Education

Goal: Create effective linkages with partners to identify educational opportunities (directly and indirectly) for Mapoon residents

For pre-school aged

- Early Learning Centre established

For school aged

- Tutoring available for children
- All children go to high school
- Transport service from Mapoon to Weipa
- Take up of available bursaries

For adults

- Basic numeracy/literacy in Mapoon
- Arts and crafts
- Domestic science
- Parenting skills
- Take up of available bursaries

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
5.1 Pre-School Aged	a. Support the development of Early Learning centre project	MASC, CEO	2013	State, Federal, WCCCA & Ely Trusts	105. Early education opportunities in Mapoon;
	b. Partner with appropriate agencies to maximise learning opportunities	MASC, CEO	Ongoing	State & Federal	106. Education and Employment strategy in place; 107. Appropriate pathways identified and in place.
	c. Support programs and initiatives aimed at addressing issues and maximising opportunities for school aged children	MASC, CEO, Education Qld, WCC-MC	Ongoing	Education	108. Vibrant school; 109. Healthy and eager students; 110. High level school attendance.
5.2 School Aged	a. Support culture based learning	MASC, Mokwirri	Ongoing	Shared	111. Number of cultural activities held; 112. Active involvement of elders and clan leaders;

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
	b. Support programs and activities which promote adult education	MASC, CEO, QH, Apunipima, RJCP	Ongoing	Shared	113. Number of programs and courses; 114. Number of attendances; 115. Number of employment opportunities realised.
5.3 Adults	a. Support services which provide adult education	MASC, CEO, QH, Apunipima, RJCP	Ongoing	Shared	116. Number of services in Mapoon; 117. Networking opportunities; 118. Number of plans created and utilised; 119. Number of participants.
	b. Arts & Craft	MASC	2014	Shared	120. Identify opportunities to create Arts and Craft infrastructure for Mapoon

Health and Aged Care

Goal: Ensure the residents enjoy a standard of care equal to all Australians

Improvements to services

- Bigger clinic;
- Increase in doctor visits complemented by a wider range of specialist services;
- More frequent regular dental services visit Mapoon;
- More ambulance drivers with better wages;
- First Aid courses;
- Better HACC services;
- Respite centre;
- Aged care facility;
- Free phones or free call number to clinic;
- Alcohol and drug treatment facilities.

Improvements to health

- Health awareness;
- More community approach to health;
- Sport participation;
- Swimming pool.

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
6.1 Service Improvements	a. Work with stakeholders to review current health care service arrangement to create and Bigger clinic	MASC, QH, Apunipima	Ongoing	Shared	121. Review of existing facilities; 122. Registered clients using facilities; 123. Creation of new health care service functions.
	b. Work with health service partners to increase doctor visits complemented by a wider range of specialist services;	MASC, QH, Apunipima	Ongoing	Shared	124. Number of meetings held; 125. Creation of issues paper; 126. Level of doctor / specialist visits in Mapoon.

What MASC seeks	What MASC will do				Target / KPI	
	Action	Who	Timing	Resources		
	c. Work with health service partners to secure regular dental services visits;	MASC, QH, Apunipima	Ongoing	Shared	127. Number of meetings held; 128. Creation of issues paper; 129. Number of dental service visits.	
	d. Work with health service partners to address operational issues for Ambulance drivers;	MASC, QH, Apunipima	Ongoing	Shared	130. Number of meetings held; 131. Develop an issues paper.	
	e. Work with partners to First Aid courses;	MASC, QH, Apunipima	Ongoing	Shared	132. Number of participants attendance / participation in organised training; 133. Number registered of qualified First Aid officers.	
	f. Work with stakeholders to enhance HACC services;	MASC, QH, Apunipima	Ongoing	shared	134. Number of participants accessing HACC services; 135. Level of satisfaction; 136. Level or attendance / participation in organised training.	
	g. Work with stakeholders to determine the viability of a Respite centre;	MASC, QH, Apunipima	Ongoing	Shared	137. Engage Aged Care Agency regarding process; 138. Produce Viability report (including plans and costing).	
	h. Work with stakeholders to determine the viability of an Aged Care facility;	MASC, QH, Apunipima	Ongoing	Shared	139. Viability report produced (including plans and costing).	
	i. Work with stakeholders to determine the viability of an Alcohol and Drug treatment facility	MASC, QH, Apunipima	Ongoing	Shared	140. Viability report produced (including plans and costing).	
	6.2 Health Improvements	a. Work with health service partners to enhance Health awareness initiatives;	MASC, QH, Apunipima	Ongoing	Shared	141. Presence of health promotional material within the community; 142. Level of community participation.
		b. Work with health service partners to achieve community approach to health;	MASC, QH, Apunipima	Ongoing	Shared	143. Community ownership of health issues; 144. Number of health awareness activities conducted; 145. Presence of health services in community based activities.
c. Work with stakeholders to enhance Sport participation;		MASC, PCYC, Apunipima	Ongoing	Shared	146. Sports and recreation plan developed; 147. Sport and recreation programs implemented according to community calendar.	

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
	d. Work with stakeholders to determine viability of a Swimming pool water play area.	MASC, QH, Apunipima, PCYC	Ongoing	Shared	148. Viability report produced (including plans and costing).

Infrastructure

Goal: Develop a concise picture of the infrastructure/service need for Mapoon

The main Weipa road should be sealed to the MASC boundary.

A town plan will be developed which will identify the official roads. Some unofficial roads which are not sealed will not be recognised by Mapoon Council in the future.

A sewerage system is provided.

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
8.1 Roads Infrastructure Development	a. Manage roads program - coordination and staffing	CEO	2014	FAG, SGFA NDRRA	149. Coordinated program of road works; 150. Identify staffing need 151. Management structure implemented.
	b. Identify opportunities for planning and addressing current and future road infrastructure needs	MASC & Staff	ongoing	Planning Scheme	152. Develop road network work plan; 153. Identify opportunities for new roads; 154. Develop maintenance plan.
	c. Identify service infrastructure needs (priority)	CEO, RILIPO, DTMR - other (e.g. Mining)	Ongoing	Road plan Infrastructure programs	155. Develop service plan for future road infrastructure need; 156. Development Assessment processes; 157. Growth plan.
	d. Identify opportunities for shared services on a regional basis - training, machinery hire, labour hire.	CEO	Ongoing	Equipment, personnel and projects	158. Maximise shared project opportunities; 159. Maximise Ind. employment opportunities; 160. Improve utilisation rate of plant and equipment.
8.2 Planning and Land Use	a. Create and promote a planning scheme for the shire	MASC, RILIPO, RPS	2014	State	161. Mapoon Planning Scheme; 162. Mapoon Concept Master Plan.
	b. Creation of appropriate land use tools and help to espouse confidence in the process / application.	CEO, Partners, Government	ongoing	DNRM - Indigenous Leasing	163. Register of local land owners; 164. Register of Expressions of Interest; 165. Repository of forms and information relating to land use; 166. Planned and new sites delivered.

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
8.3 Sewerage	a. Planning for future infrastructure needs associated with septic and sewerage systems	MASC, CEO	2014	DLGP, Water Grants	167. Develop a plan to address 'capture and disposal' of effluent waste; 168. Identify appropriate (sustainable) effluent waste management systems incorporate.
	b. Manage the current system to maintain quality ground water	Water Officer, RILIPO	Ongoing	State & Federal	169. Develop and sewer/effluent management plan.
8.4 Water	a. Ensure quality ground water supply	Water Officer, RILIPO	Ongoing	SGFA, RILIPO	170. Maintain current infrastructure; 171. Improvements to current infrastructure.
	b. Plan for future demand - identify new water source	MASC, CEO, Water Officer, RILIPO	2015	State & Federal	172. Develop plan outlining potential water source options; 173. Partnership with government departments; 174. Clear policies and guidelines for service delivery.
	c. Ensure there is an effective plan for sustainable water usage within the shire	MASC, CEO, Water Officer, RILIPO	Ongoing	RILIPO	175. Plan created; 176. Development actions consistent with recommendations of plan; 177. Development in-line with best practice.
8.5 Housing	a. Identify the current housing demand in the shire	Housing, RILIPO	ongoing	State Housing	178. Wait list for social housing; 179. Register of applications for land use.
	b. Incorporate plan into an appropriate housing program	RPS, CEO, MASC	2013	RILIPO	180. Development plan for social housing; 181. Development plan for other housing.
8.6 Buildings	a. Formulate a master plan as a policy for managing growth and development	RPS, CEO	2014	RILIPO	182. Mapoon Master Plan.
	b. Work with partners to formulate policy of types of acceptable building structures	RILIPO, MASC	2014	shared	183. Structures and building policy; 184. Input into external building and structures policies.
8.7 Motor Vehicle Fleet	a. Maintain an asset register	Fleet Manager, Accountant	ongoing	MASC	185. Maintained Asset Register.
	b. Develop a plan for managing fleet which incorporates replacement strategies	Fleet Manager,	ongoing	MASC	186. Maintained Asset Register; 187. Vehicles replaced at times which provide positive return to MASC.

What MASC seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
8.8 Communications	a. Identify alternative communication options for shire	Accountant, CEO	ongoing	MASC	188. Plan for communication infrastructure development.
	b. Develop plan to accommodate growth of communication infrastructure	CEO, Consultant	ongoing	MASC	189. Plan for communication infrastructure development.

Revenue Raising

Goal: Develop a revenue structure which identifies opportunities, promotes sustainability and supports economic prosperity.

MASC has enough revenue to provide the desired services

- Identify and secure new funding opportunities;
- Review MASCs internal billing structure to maximise economic opportunities;
- Identify viable project opportunities and demonstrate a willingness receptiveness to implement as sole partner single, joint or multiple partners;
- Demonstrate a willingness to engage with all stakeholders and partners on matters involving economic development;
- Demonstrate commitment in MASCs planning processes of commitment to economic development in the shire.

What council seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
9.1 Identify and secure new funding opportunities	a. Actively peruse sites to source new funding opportunities and register MASC interest	CEO, CSM	ongoing	MASC	190. Registered with the appropriate programs or newsletters.
	b. Identify partnership opportunities with the view to adding opportunity to projects	MASC, CEO	ongoing	MASC	191. Number of partners engaged; 192. Number of new partners engaged; 193. Number of project in motion.
	c. Identify alternative funding options with the view to adding value to existing and proposed projects	MASC, CEO	ongoing	MASC	194. Number of new project identified with alternative partners.
9.2 Review MASCs internal billing structure to maximise economic opportunities	a. Annually incorporate review as part of audit process	Accountant, CSM	ongoing	MASC	195. Annual audit process completed; 196. Changes made to improve finance and systems management.
	b. Demonstrate confidence through best practice	Accountant, CSM	ongoing	MASC	197. Attendance at industry events; 198. Number of training / professional development classes attended.
9.3 Identify viable project opportunities - sole partner single, joint or multiple partners	a. Keep active registration and maintain contact with funding service providers, publications (etc.)	CEO, Managers	ongoing	MASC	199. Active registrations.
	b. Actively pursue opportunities & link with partners				

What council seeks	What MASC will do				Target / KPI
	Action	Who	Timing	Resources	
9.4 Engage all stakeholders on opportunities for economic development	a. Active involvement and participation in stakeholder related activities	MASC, CEO, Managers	ongoing	MASC	200. Number of partner related activities attended.

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