
Yarrabah Aboriginal Shire Council
Corporate Plan 2016 – 2021



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Message from the Mayor

Council is required under section 104 of the Local Government Act 2009 and 165 of the Local Government Regulation 2012 to produce and adopt a five year Corporate Plan and to carry out its responsibilities in a way that is consistent with the corporate plan.

The Corporate Plan sets the strategic direction and priorities for Yarrabah Aboriginal Shire Council ('Council') for the next five years, and focuses on the contribution that Council will make over the next five years in realising the vision for Yarrabah.

I therefore present the Yarrabah Aboriginal Shire Council Corporate Plan 2016 – 2021 (the 'Corporate Plan') which has been produced in accordance with section 165 of the *Local Government Regulation 2012*. Council may, by resolution, amend the Corporate Plan at any time.

Regards

Mayor Ross Andrews

Yarrabah Aboriginal Shire Council

Introduction

The Corporate Plan sets the strategic direction and priorities for Yarrabah Aboriginal Shire Council ('Council') for the next five years, and focuses on the contribution that Council will make over the next five years in realising the vision for Yarrabah. Given the enormity of the challenges that Council face, the goals are ambitious but will have an impact on generations to come.

Therefore:

Council calls on everyone in Yarrabah to unite and take ownership of the issues that we face.

Council calls on each organisation to support solving the problems that we all see.

Council can't do this alone.

Through drawing upon Council Core Values and based on Council's role and purpose, the Corporate Plan builds a vision, presents the context in which it must be realized against the backdrop of the Council mission. From this, Council's strategic goals are formed, key focus areas determined and then translated in to tools for implementation - such as the operational plan - checked for accountability and balanced against funding attained and sought.

Figure 1 outlines how the Corporate Plan has been developed and how it will be executed.

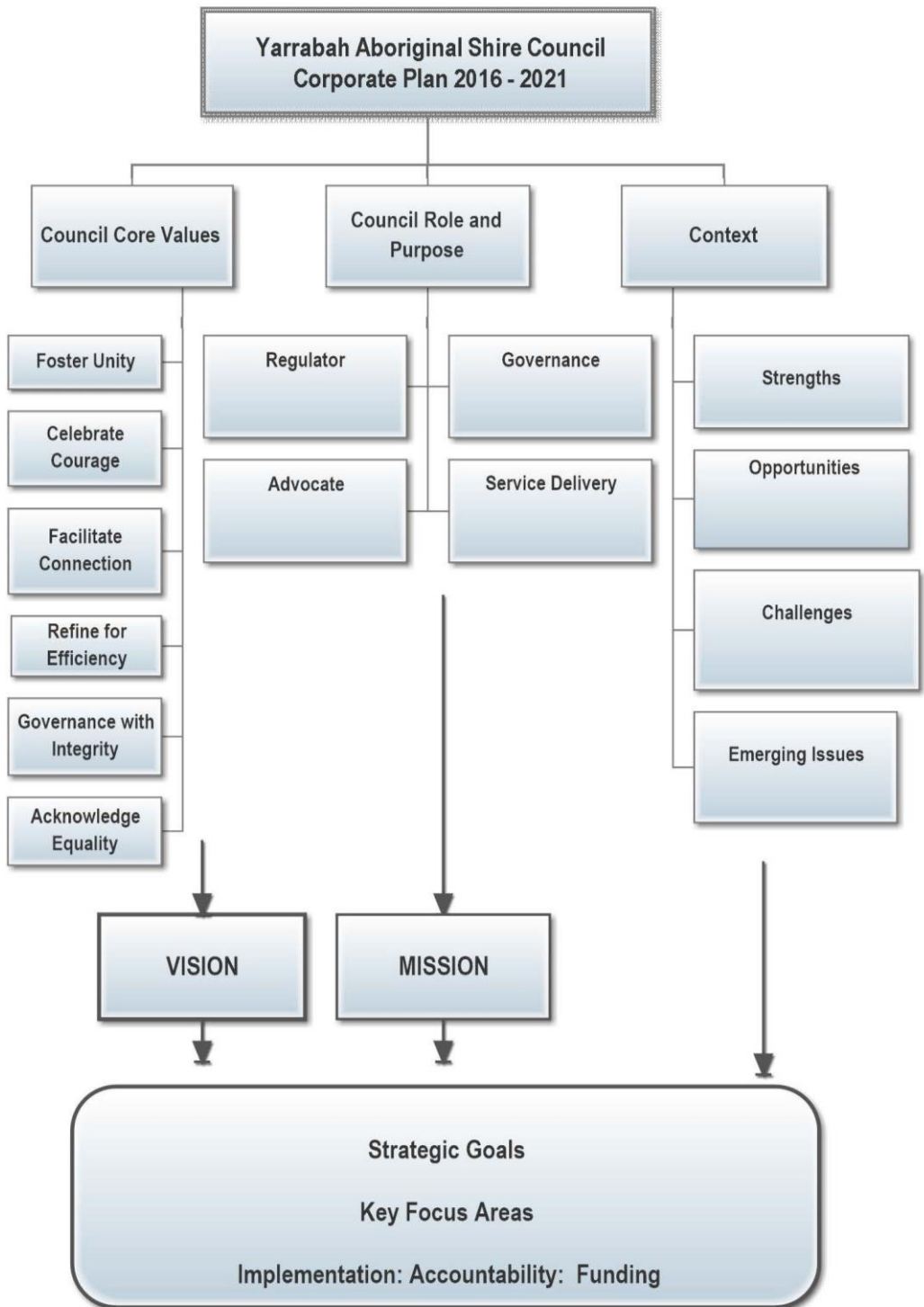
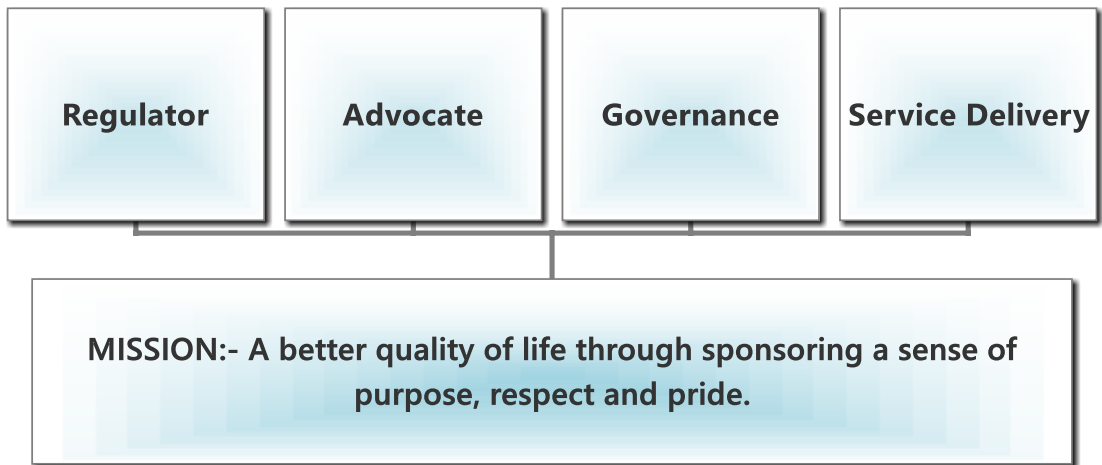


Figure 1 Corporate Plan Development and Execution

Council Role and Purpose



What is Local Government?

Local government is not recognised in the Australian Constitution. Each state has its own system of local government, which is typically recognised in its state constitution. Section 70 of the Constitution of Queensland 2001 states there must be a 'system of local government in Queensland'. While section 71 provides that 'a local government is an elected body that is charged with the good rule and government of a part of Queensland'. As such, local governments are created, and possess only those powers which have been delegated to them, by the Queensland Legislative Assembly (i.e. Parliament) through state legislation.

Local Government Act 2009

The Local Government Act 2009 (LGA09) is the principal piece of legislation governing the establishment, constitution and operation of local government in Queensland.

The LGA09 is a principle-based legislation, which provides local governments with the flexibility to focus on required outcomes and decide on the appropriate way to achieve those outcomes in a way that suits their particular and unique situations - as long as the processes are rational, justifiable and transparent. Local governments therefore make decisions about policies, processes and procedures to suit their size, location and administrative circumstances.

The *LGA09* (section 4) is founded on five local government principles:

1. Transparent and effective processes and decision-making in the public
2. Sustainable development and management of assets and infrastructure, and delivery of
3. Democratic representation, social inclusion and meaningful community
4. Good governance of, and by, local
5. Ethical and legal behaviour of local government employees.

These principles apply to anyone—including mayors, councillors, Chief Executive Officers ('CEOs') and all council employees performing a responsibility under the *LGA09*.

While the *LGA09* is the principal 'head of power' for the governance of Yarrabah, Council is also bound by the provisions of the following Acts (at a minimum):

- *Animal Management (Cats and Dogs) Act 2008*
- *Building Act 1975*
- *Disaster Management Act 2003*
- *Environmental Protection Act 1994*
- *Food Act 2006*
- *Health Act 1937*
- *Information Privacy Act 2009*
- *Integrity Act 2009*
- *Land Act 1994*
- *Liquor Act 1992*
- *Plumbing and Drainage Act 2002*
- *Public Health Act 2005*
- *Public Sector Ethics Act 1994*
- *Queensland Reconstruction Act 2011*
- *Right to Information Act 2009*
- *Sustainable Planning Act 2009*
- *Transport Infrastructure Act 1994*
- *Water Act 2000.*

Executive and Administrative Arms of Local Government

The *LGA09* defines the responsibilities and powers of councillors, including the mayor, local government staff, and the CEO. The Act clearly distinguishes between the roles and responsibilities of the executive (the elected mayors and councillors) and administrative (the CEO and other council employees) arms of local governments.



Executive arm

As the executive arm, the mayor and councillors make local laws and determine policy and other matters at a strategic level. They are responsible for determining and setting the overall direction of the local government. The executive arm determines the way the council achieves the purpose and principles of local government. Ultimately, the executive arm is directly responsible to the community for its performance. The *LGA09* empowers mayors and councillors and clearly puts them in charge of their councils.

The fundamental role of each councillor is to represent the interests of their local government area. In being elected, councillors are, individually and collectively, bound by:

- the purpose and principles of local government the statutory responsibilities of councillors
- any other obligations under the *LGA09*.

Administrative arm

Under section 194 of the *LGA09*, each local government must appoint a qualified person as its Chief Executive Officer ('CEO'). The role of the CEO includes implementing the decisions of the executive arm. In fulfilling this role, the CEO manages the day-to-day operations of the local government in accordance with the plans and policies determined by the executive arm.

Corporate Structure

Section 196(1) of the *LGA09* requires each local government to adopt an organisational structure that is appropriate to the performance of its responsibilities. The size, structure and number of positions within a council will vary depending on its size, revenue base, and operational responsibilities (refer Figure 2 Corporate Structure).

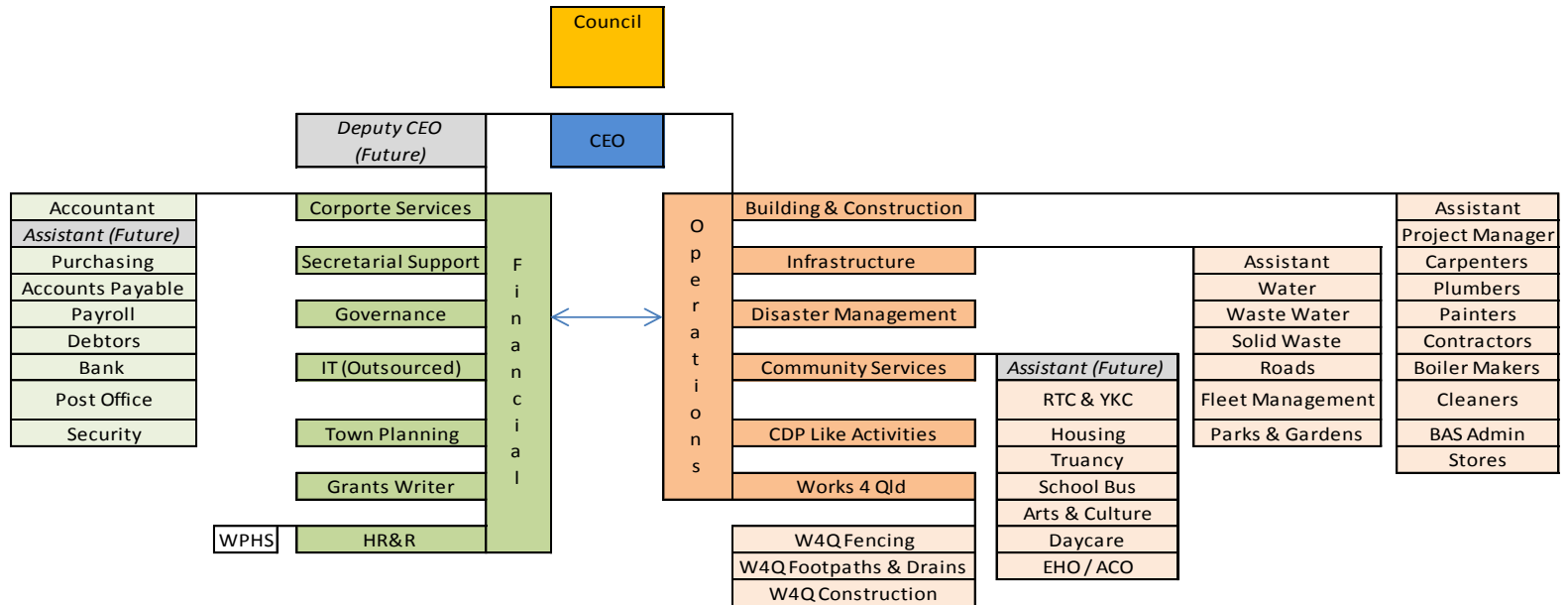
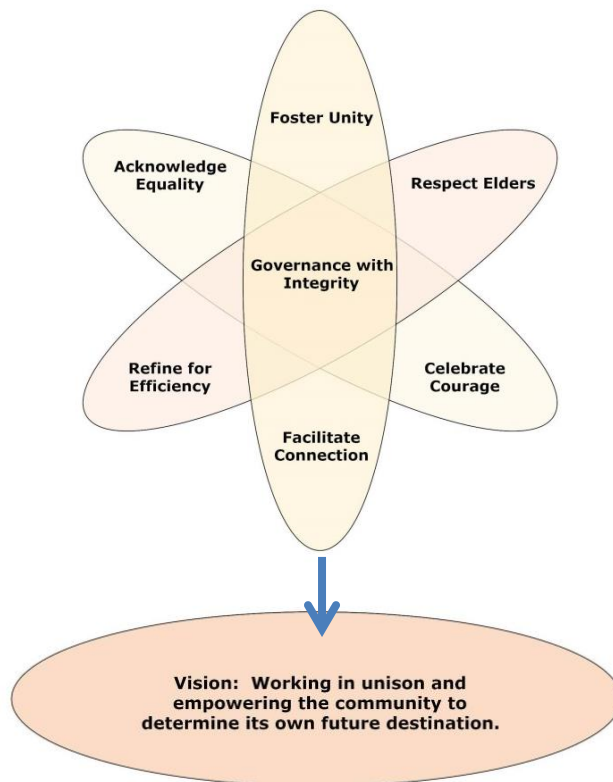


Figure 2 Corporate Structure

Council Core Values

Council's core values are based around Yarrabah people: Councils commitment to them, in the operation of Council and the ethos behind decision making.

We are all Yarrabah people and we all belong here. No Yarrabah person will be disadvantaged because of who they are and where they come from. We all have something of value to offer and deserve the opportunity to contribute what we have to offer the community.



Acknowledge Equality

- Encourage and be an active listener to the quiet voices
- Lobby and work to get Yarrabah people what they deserve -a safe, functional and secure home, street and town

- Elders are a vital part of our culture and community and must be heard
- Women play a critical role in the community and must be respected, encouraged and supported
- Children are the energy, the joy and the future of our people and must be protected and nurtured
- Youth hold hope and drive and must be given opportunity and guidance
- Mentor children and youth in culture and life
- Men are vital to our community and must be encouraged and supported to stay healthy, strong and responsible

Foster Unity

- Acknowledging that unity and respect built the community.
- Recognise that all families have a shared history and contribution in Yarrabah development.
- Live, work and play together with mutual respect and support.
- Respect the values, views and beliefs of individual Yarrabeings
- Help Yarrabah people work together to see their value being greater than the sum of the parts
- Help Yarrabah people recognise that they have more in common than not

Respect Elders

- Acknowledge the resilience of Elders who lived through past policies
- Affirm the courage of our Elders past and present
- Recognise that many Elders maintained connection to country even through adversity
- Acknowledge that our Elders withstood and resourcefully adapted through rapid change
- Prepare younger generations to be able to evolve and continue advocating

Celebrate Courage

- Celebrate the achievements of our young people
- Support enterprise from concept, through feasibility and development, to opening
- Support and protect those seeking a healthier lifestyle

- Encourage those who voice ways, solutions and plans for a positive way forward

Facilitate Connection

- Council support all Yarrabah people being able to live culture
- Seek out agents of positive change
- Work together to recognise and combine resources within our community
- Facilitate access to essential services
- Link with Yarrabah people living out of community
- Fully utilise government agencies and external service providers
- Seek positive economic opportunities
- Introduce people who may get value from knowing each other
- Link with other communities to inspire and be inspired
- Respect environmental assets and their link to culture
- Showcase Yarrabah as Paradise by the Sea
- Protect valuable environmental assets
- Build and maintain a rapport with Custodians
- Partner with Custodians to maximise resources in land management and protection
- Respect and consider native flora and fauna
- Care for and manage domestic animals and livestock

Refine for Efficiency

- Audit the skills that we have and utilise them effectively
- Make policy and process concise and relevant to their purpose
- Make every dollar count

Governance with Integrity

- Lead with honour
- Communicate clearly
- Make difficult decisions based on the best available information for the good of Yarrabah
- Engage and consult with the community appropriately
- Provide Council services fairly and respectfully
- Advocate for high quality representation of Council's designated portfolios

Context

The context within which Council works is made up of the strengths and opportunities available in Yarrabah balanced with the challenges and emerging issues. With limited funding and increasing emphasis on local government undertaking more and more functions, Council must work within a community that has a clear understanding of the limitations, but a positive and resourceful approach to meeting challenges with strength and determination. From this, Council is able to map out priorities in a plan and work with other leaders in the community.

Council's strategic goals mirror those of the Yarrabah Leadership Forum to show commitment and alignment.



Strengths and Opportunities

Our strength is in our culture, our families, our respected Elders, men and women, children, youth, our leaders, our environment, our creativity, our resourcefulness and our history. This gives us strength to progress in a manner whereby self-determination becomes a reality.

The challenges faced by Yarrabah people are too great to contest without a unified approach.

For the sake of all Yarrabah people – out of respect for the past and for the best present and future - our community of Yarrabah must be united.

Financial: Challenges and Emerging Issues

Corporate Services

Succession plan required

Governance

Develop systems for identified gaps i.e. Record Management

Internal training of all staff of policies and procedures

Under staffed

Succession plan required

Planning / Land Use

Limited land for long term development

Careful and considered allocation of land for future use required

Systems for development assessments required

Requirement for a more sophisticated land register required

Human Resources

Understaffed

Operations: Challenges and Emerging Issues

Building and Construction

New Construction

Explore alternative designs for different price points

Explore environmentally friendly / sustainable residential designs

Upgrades

Budget for upgrades does not cover required upgrade

numbers

Explore retrofitting existing houses e.g. adding floors

Repairs and Maintenance

Budget for repairs and maintenance does not cover needs.

Budget is used early in the financial year leaving emergency works only for the balance of the year.

Council Buildings

Implement ongoing asset management and preventative maintenance

Investigate extending existing building e.g. building up

Review council needs to house services

Invest in design and planning for upgrading new buildings

Infrastructure

Water

Cost recovery

Asbestos cement water mains still in the water supply network requiring replacement

Leak detection required

Investigate, feasibility and design required to secure future water supply

Community education program

Waste Water

Investigate sewage system requirement for future growth

Existing sewerage network needs to be extended to support growth in housing and development

Planning and design required for extension of sewerage network

Solid Waste

Construct a transfer station

Implement Recycling and Reuse

Separation area

Perimeter fencing around the waste transfer station

Commit to regional waste management strategy through FNQROC

Transfer station needs to be manned so that it can be managed

Roads

Design for upgrade and seal of roads

Fleet Management

- Increase servicing vehicles and plant
- Ensure EPA compliance
- Ensure Work Place Health and Safety compliant
- Disposal of surplus and redundant plant equipment / tyres

Parks & Gardens

- Understaffed
- Big area to cover
- High maintenance required during wet season
- Work Place Health and Safety compliant machinery
- Modernized machinery
- Replace work area shed

Disaster Management

Community Services

RTC

- Building requires expansion
- Investigate extending building up, design and technical specification

Yarrabah Knowledge Centre

- Explore vertical expansion
- Open hours need to be increased – including increased funding for staff
- Additional funding for regular security patrols and CCTV to deal with continued vandalism (damage and graffiti)

Housing

- Census data inaccurate
- Overcrowding
- Need a minimum of 500 new builds
- A minimum of 52 hectares of developable land for housing
- Huge rent arrears – over \$1,000,000 owed to Council
- Debt recovery strategy adopted and continuing
- Encourage home ownership.
- Encourage block holders and other lessees to utilise their lease to alleviate social housing pressure.
- Continually make tenants aware of their responsibilities under the RTA Act, e.g. noise and animal control, damage, pest control
- Vending machines illegally placed
- Pride of place

Loose objects in yards during cyclone season

Truancy

Truancy program underfunded (including understaffed)

School Bus

Arts and Cultural

Focus required on engaging Elders to preserve oral history

Focus on facilitating rebuilding cultural authority between youth and Elders

Funding cuts to positions associated with art

Continuous funding required for positions for museum

Continuous updating and preservation of historical records and artefacts required

Existing facilities utilised to their full potential

Expansion required for future tourism, e.g. jetty

Link with other schools to share and experience Yarrabah art and culture

Yarrabah Open Day funding required

Continuous involvement in regional exhibitions required

Funding required to encourage disengaged talent to reconnect through Council programs

Promoting local artists talents within Yarrabah and regionally

Increased local participation in the arts centre required

Maintaining a relationship with other traditional clan groups and the non-Indigenous community through sharing arts and culture

Daycare

At risk change of funding model

Arrears in fee payment

Pool

Expensive to run and maintain

Council must fund the pool out of operational funding

Environmental Health and Animal Control

Weeds and pests

Domestic animal control

Feral animal control

Reptile control

Increase vet visits

Water borne diseases

Air borne diseases and air quality

Improve food safety compliance

CDP Like Activities

Works 4 QLD

Key Focus Areas Strategic Goals

Employed Communities

- Taking personal responsibility for ongoing improvement, learning and development and creating a great place to work
- Facilitate an increase in Indigenous employment
- Provide more space for local initiatives
- Encourage new ways of working and innovative ideas
- Continue feasibility investigations on Djenghi Shopping Centre, Evacuation Centre and Multi-Purpose Centre
- Economic / tourism development plan
- CBD revitalisation project
- Jetty Project
- Convention Centre
- Licensed bistro
- Movie cinema / arcade / family entertainment
- Bakery
- Facilitate small business
- Turn community post office in to a Local Post Office (LPO) / post office shop / newsagent
- Mail delivery service
- Esplanade redevelopment

Healthy Communities

- Making health, safety and wellbeing a priority
- Adequate animal control
- Update horse strategy

Continue dog control program
Solid Waste management strategy
Housing
Provide a water supply
Providing a waste water system
Managing parks garden and natural areas
Swimming pool
Sport and Recreation Master Plan
Social Infrastructure Plan
Street addressing completed throughout Yarrabah
Street lighting
CCTV
Manage cemetery and record burial sites

Smart Communities

Access to telecommunications
Community engagement
Maximising the use of smart ICT systems to drive efficiencies
Building community capacity
Explore vertical expansion feasibility of the RTC
Ongoing maintenance, landscaping and beautification of the RTC
Clearly establish within the CBD centre
Introducing grade 11 and 12 in to Yarrabah
Supporting CQU innovation hub

Culturally Safe Communities

Implement Community Safety Plan
Provide quality child care services
Provide youth programs
Managing community facilities such as Knowledge Centre, Arts and Culture Centre and sporting facilities
Great and timely customer service
Reinvigorate collaboration with other service providers: link with school,

PCYC, and others to foster and identify young talent in traditional and contemporary performing and visual arts

Continuous support of the RSL

Sustainable Communities

Working with PBCs to identify land for future development

Renewable energy options

Sustainable housing designs

Climate Change Adaption

Establishing good governance practices

Utilising 10 year financial modelling

Applying strong financial practices to budget management

Developing asset management plans

Development of 10 year capital works plans

Focus on maintaining community assets

Applying good disaster management planning

Managing roads, bridges and drainage

Implementing the Shire Planning Scheme

Response to climate change

Local law review

Public Transportation – locally and regionally

New Cemetery

Introducing recycling and reuse

Growth strategy