



NAPRANUM ABORIGINAL SHIRE COUNCIL

CORPORATE PLAN
2022 – 2029

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Acknowledgement

The Napranum Aboriginal Shire Council acknowledges the Traditional Owners of the Napranum township area and all Aboriginal and Torres Strait Islander families who call Napranum their home today.

We pay our respects to our Elders and Community Leaders past and present. We thank them for guiding our community for years and generously sharing their cultural knowledge and leadership to create a positive future for us all.

As a Council, we are committed to building on their vision while continuing to address our challenges and focusing on the strengths of our community.



A Message from the Mayor

The Napranum Aboriginal Shire Council Corporate Plan 2022 – 2027 sets the direction for us all to work together to deliver positive lasting outcomes that will strengthen the quality of life for all residents and ensure Napranum is a safe, sustainable and culturally vibrant community for today and also for future generations.

Our Plan focuses on providing strong governance and financial management, building the capacity of our Council staff and the community, ensuring that we look after the environment for future generations and supporting opportunities for local people.

The past few years have been a challenging time for Napranum. Like most other communities, we must work together to respond effectively to the COVID pandemic. During this period, we have worked hard to build on our existing relationships with Government, community organisations and service providers to help us to be able to meet the needs of our families.

We have also been working with Government to develop and implement new ways of working together, where our community has a more significant say and control over how our community's programs and services are delivered. Establishing the Napranum Taskforce is one of the many ways we can ensure the community has a genuine voice. It can provide direct input from local representatives into decision-making processes.

The intended outcomes of our Corporate Plan, and the strategies that will be implemented to achieve them, have been identified and developed by listening to the community and ensuring that they are designed in a way that helps us to be able to track and report our progress each year through our Annual Report.

I want to thank the people of our community, our community-based organisations, local service providers, Council staff and my fellow elected Representatives for their input and dedication to creating a Plan that sets our direction for the next five years.

We look forward to sharing information on our progress and achievements with the community.

Janita Motton
Mayor

About Napranum Shire

Before European settlement, the traditional lands of the Western Cape York Peninsula region were occupied by Aboriginal people who spoke a wide variety of languages. Members of each language group had a detailed understanding of their lands and waterways, the spiritual stories of the creation of sites and the subtle seasonal changes in their environment.

Moravian missionaries established the first European mission station in the Western Cape region on behalf of the Presbyterian Church at Mapoon on the Batavia (now Wenlock) River in 1891. The Church and the Queensland Government pursued a policy of expanding the influence of the mission southwards from Mapoon. By 1898, the Presbyterian Church was ready to establish a new mission at Spring Creek on the headwaters of the Embley River.

The Queensland Government had gazetted a mission reserve of 250 square miles on 8 August 1896. Soon after, the first building was constructed, and the Embley River mission was officially named Weipa. The name Weipa was pronounced Waipa, Waypa or Waypanden.

The Weipa Mission continued to operate at the Spring Creek site until 1932. Due to malaria outbreaks and the difficult access to the mission by sailing vessels, the Presbyterian Church of Queensland Committee on Missions made a decision in 1931 by the Presbyterian Church of Queensland Committee on Missions to move about 20 miles down the Embley River to Jessica Point. Buildings at the old site were dismantled and transported to Jessica Point during 1932-1933 to establish the new mission.

In 1966, the Queensland Government re-named the mission community Weipa South, however, the community members did not agree with that change and began to use the name Napranum. Napranum is a combined word from two languages of the Weipa area. 'Nap', pronounced 'naap', means 'meeting place' in the Trotj language and 'pranum' is a Thaynakwith word meaning 'meeting of people', therefore 'Napranum' means 'meeting place of the people'.

When the new village was built in 1965, the streets were built east of the old village but parallel to the coast and were named after placenames of traditional country around Weipa. The Queensland Department of Aboriginal and Island Affairs established the Weipa Aboriginal Council, comprising two elected representatives and two appointed by the Director. In reality, the Council had little power to manage the community. It was subject to the control of the reserve manager and the Director of Aboriginal and Island Affairs.

In the 1980s, the Weipa South Council gradually assumed more control of the community from the Government and in 1988 about a third of the former Weipa reserve lands, as well as some of the former Mapoon reserve lands, were converted to Deed of Grant in Trust (DOGIT) lands covering about 2,000 square kilometres and granted to Council as trustees.

Napranum was officially gazetted as the placename to replace Weipa South in September 1990. The DOGIT lands became known as the Napranum DOGIT in 1991. Napranum has become an increasingly prosperous community with modern facilities such as the Mary Ann Coconut Library and Indigenous Knowledge Centre, new Council offices and meeting rooms, a health centre, aged care facilities, supermarket, sport and rec facilities, a war memorial, a water park, workshops and many new houses being built in the past ten years.

(Source: Napranum Aboriginal Shire Council Website, prepared by Geoff Wharton 2017.)

A snapshot of the Napranum community today...

Estimated resident population

As of 30 June 2021, the estimated resident population for Napranum (S) LGA was 907 persons. The region recorded a population decline of 1.9 per cent between 2020 and 2021.

Table 1 Estimated resident population and growth

As at 30 June	Population	Annual growth rate
	Napranum (S) LGA persons	Napranum (S) LGA — per cent —
2016	989	3.1
2017	974	-1.5
2018	959	-1.5
2019	944	-1.6
2020	925	-2.0
2021	907	-1.9

Source: ABS, *Regional population*, various editions

Population projections

The 2018 edition of population projections indicate that by 2026 the expected population of Napranum (S) LGA will be 1,062 persons.

By 2041, it is expected to be 1,122 persons.

Table 2 Population projections (medium series)

As at 30 June	Population	Average annual growth rate
	Napranum (S) LGA persons	Napranum (S) LGA — per cent —
2016	1,001	n.a.
2021	1,039	0.8
2026	1,062	0.4
2031	1,087	0.5
2036	1,105	0.3
2041	1,122	0.3

n.a. = not available

(a) 2016 data are estimated resident population (ERP).

Next planned update: November 2021.

Source: *Queensland Government Population Projections*, 2018 edition (medium series)

Population by age group

In the Napranum (S) LGA as at 30 June 2021, 29.0 per cent of persons were aged 0 to 14 years, 66.8 per cent were aged 15 to 64 years and 4.2 per cent were aged 65 years and over.

Table 3 Population by age group

As at 30 June	Age group				
	0–14	15–24	25–44	45–64	65+
2021 Napranum (S) LGA	29.0	17.9	26.4	22.6	4.2

Next planned update: September 2023.

Source: *Queensland Government Population Projections*, 2018 edition (medium series)

Unemployment and labour force

The unemployment rate in Napranum (S) LGA in March quarter 2022 was 17.7 per cent.

Table 4 Unemployment and labour force^(a)

Region	March quarter 2022		
	Unemployed	Labour force	Unemployment rate
	— number —		%
Napranum (S) LGA	84	474	17.7



Highest level of schooling completed

Napranum (S) LGA

- 25.2% of Aboriginal and Torres Strait Islander persons aged 15 years and over had completed Year 12 or equivalent
- 36.7% of non-Indigenous persons aged 15 years and over had completed Year 12 or equivalent

Highest level of schooling completed by Indigenous status

Sex / highest level of schooling	Napranum (S) LGA			
	Indigenous		Non-Indigenous	
	number	%	number	%
Males				
Year 12 or equivalent	47	20.7	12	60.0
Year 11 or equivalent	28	12.3	8	40.0
Year 10 or equivalent	59	26.0	7	35.0
Year 9 or equivalent	29	12.8	0	0.0
Year 8 or below	22	9.7	0	0.0
Did not go to school	5	2.2	0	0.0
Not stated	38	16.7	4	20.0
Total	227	100.0	20	100.0
Females				
Year 12 or equivalent	72	29.0	0	0.0
Year 11 or equivalent	35	14.1	0	0.0
Year 10 or equivalent	64	25.8	4	33.3
Year 9 or equivalent	17	6.9	0	0.0
Year 8 or below	20	8.1	0	0.0
Did not go to school	3	1.2	0	0.0
Not stated	47	19.0	0	0.0
Total	248	100.0	12	100.0
Persons				
Year 12 or equivalent	121	25.2	11	36.7
Year 11 or equivalent	61	12.7	10	33.3
Year 10 or equivalent	128	26.7	10	33.3
Year 9 or equivalent	47	9.8	0	0.0
Year 8 or below	34	7.1	0	0.0
Did not go to school	9	1.9	0	0.0
Not stated	84	17.5	5	16.7
Total	480	100.0	30	100.0

Source: ABS, Census of Population and Housing, 2021, Aboriginal and Torres Strait Islander Peoples

At school or studying

- 38.9% of Aboriginal and Torres Strait Islander persons at school or studying were attending infants or primary school
- 27.3% of non-Indigenous persons at school or studying were attending infants or primary school

Type of education institution attending by Indigenous status, 2021

Sex / education institution	Napranum (S) LGA			
	Indigenous		Non-Indigenous	
	number	%	number	%
Males				
Preschool	10	8.3	0	0.0
Primary school	47	38.8	3	30.0
Secondary school	32	26.4	0	0.0
Vocational education ^(a)	0	0.0	0	0.0
University ^(b)	0	0.0	0	0.0
Other	0	0.0	0	0.0
Not stated	28	23.1	4	40.0
Total	121	100.0	10	100.0
Females				
Preschool	8	7.0	0	0.0
Primary school	46	40.4	0	0.0
Secondary school	21	18.4	0	0.0
Vocational education ^(a)	6	5.3	0	0.0
University ^(b)	0	0.0	0	0.0
Other	0	0.0	0	0.0
Not stated	33	28.9	7	100.0
Total	114	100.0	7	100.0
Persons				
Preschool	21	9.0	0	0.0
Primary school	91	38.9	3	27.3
Secondary school	51	21.8	0	0.0
Vocational education ^(a)	6	2.6	0	0.0
University ^(b)	0	0.0	0	0.0
Other	0	0.0	0	0.0
Not stated	66	28.2	5	45.5
Total	234	100.0	11	100.0

(a) Includes TAFE and private training providers.

(b) Includes university or other higher education institution.

Source: ABS, Census of Population and Housing, 2021, Aboriginal and Torres Strait Islander Peoples Profile - 106



Our Council

The Napranum Aboriginal Shire Council is the local authority for the Napranum community and Napranum DOGIT (Deed of Grant in Trust) lands covering over 200,000 hectares. The Council was formed in 2005 under the Local Government (Community Government Areas) Act 2004.

The Napranum Aboriginal Shire Council includes five elected representatives responsible for setting the Council's strategic direction through relevant planning processes, formulating policies, adopting the annual budget and making decisions to achieve Council goals.

The Mayor and Councillors are elected every four years. The next election will be held in 2024.

Councillors are elected to represent the community, with each Councillor bringing an individual perspective to the decisions Council must make on behalf of the whole community. All Councillors provide a declaration of office that requires them to fulfil the duties of office by acting in good faith and impartially to the best of their judgment and ability and to agree to uphold the Council's Code of Conduct.

Ordinary council meetings occur once a month unless an alternative date has been agreed upon.



Janita Motton
Mayor



Kaylene Jawai
Councillor



Margie Adidi
Councillor



Roy Chevathen
Councillor



Egito Mairu
Councillor

Our Vision

Our legacy for Napranum is the creation of a safe, sustainable and culturally vibrant community.

Our Mission

We will deliver programs and services for all Napranum residents that meet their needs and continue to improve their quality of life.

We will achieve this by:

- Being a strong voice for the Napranum community
- Ensuring that decision-making is led by local people from the Napranum community
- Promoting Council as being a professional and committed organisation dedicated to fulfilling the needs and expectations of the community
- Providing a caring, respectful and safe environment for all families to live
- Maintaining excellent teamwork between Community, Council and Staff
- Growing our relationships through community partnerships

Our Values

Our Values are the principles and beliefs that define who we are as a Council.

They provide purpose and direction and help to guide the decisions we make every day to support the implementation of our Corporate Plan in the best interests of the Napranum community.

Local Participation

The diversity of our community is one of our strengths. We are committed to creating and supporting opportunities for local people.

Mutual Respect and Trust

Building and maintaining positive relationships that are based on mutual respect and trust.

Professionalism

We are acting within the limits of our authority and maintaining a high standard of ethics and integrity.

Pride

We are demonstrating our pride by connecting with the community and celebrating our successes.

Listening to Our Community

Taking time to listen to the people of Napranum to ensure we are working on delivering the programs and services that will make a real difference to people's lives.

Accountability

We are taking ownership for the decisions and actions that impact our community.

Innovation & Continuous Improvement

We show leadership and encourage new initiatives and a culture of continuous improvement.

About Our Plan

What is a 5-Year Corporate Plan?

The Corporate Plan sets out the Council's strategic direction for improving the quality of life for all residents, creating a safe, sustainable and vibrant future for the Napranum community.

Our Plan also sets the framework for Council decision-making and reporting. Each year the Annual Report provides the Napranum community a scorecard of our achievements and progress against the Corporate Plan.

All Local Governments across Queensland are required to develop a Corporate Plan under the Queensland Local Government Act (2009). The Corporate Plan is prepared and adopted every five years and enables the preparation and adoption of the Council's budgets consistent with the Plan.

The Council can resolve at any time to amend the Corporate Plan provided it complies with the Local Government Regulation (2012).

This Plan follows the principles outlined in the Local Government Act, including:

- Transparent and effective processes and decision making in the interest of the community.
- Good governance of, and by local Government.
- Ethical and legal behaviour of councillors, local government employees and advisors.
- Sustainable development and management of assets and infrastructure, and delivery of effective services, and
- Democratic representation, social inclusion, genuine and meaningful community engagement.

Our Corporate Planning Framework

The documents that make up our Council planning framework include the following:

Planning Level	Life of Plan	Reporting & Evaluation	Reviewed	Action Group
Corporate Plan Sets the strategic direction for the Council and provides the high-level framework for more detailed planning documents.	5 Years	Annual Report	One year before end of life (2026)	Council
Operational Plans & Annual Budget Describes the annual budget and key activities that Council will undertake within 12 months.	1 Year	Annually to CEO	Quarterly to Council	CEO
Department Business Plans Provides the details of activities undertaken by each department to deliver activities within the Operational Plan.	1 year	Quarterly to Leadership Team	Monthly	Executive Managers
Activity / Project Plans Detailed plans for specific projects or programs prepared by the relevant department.	Weeks / Months	Monthly to Executive Managers	Monthly	Managers / Supervisors

Community Engagement & Consultation

Comprehensive community and stakeholder consultation has been essential to preparing our 5 Year Corporate Plan. This process has enabled Council to consider input from young people, Elders, community groups, service providers, Councillors and Council Staff.

Council is committed to ensuring it obtains meaningful community and stakeholder participation in its planning processes as this is vital to ensuring that Council's priorities and strategies align with community expectations.

In developing this Plan, the Council has considered the capacity of its current resources and is now seeking to consolidate and extend the work carried out over the past five years.

The **challenges and opportunities** identified by Council and community stakeholders includes a wide variety of local issues and views, however the following common themes and priorities were identified through the consultation process:

- Local decision-making and engagement through a co-design approach adopted by Government leading to greater input from the community into decision-making processes
- Establishment of Prescribed Body Corporate (PBC) entities resulting from Native Title determinations in the region and re-defining roles and responsibilities for land management
- Progressing ILUA process for Napranum township to assist in strategic land use planning for future developments
- Improved mobile phone and internet coverage
- Improved communications and regular engagement between Council and the community
- Building a skilled and capable local workforce to reduce reliance on external contractors
- Providing early support for the establishment of community groups to enable them to play an active role in delivering programs and services in the community
- Continuing to support the aspirations of the community to have Napranum-based schooling options available for early years
- Maintaining people's strong connection with their cultural identity and their Country.
- Working in partnership with service providers to support the delivery of services that meet the needs of the community
- Improved roads, street lighting, pathways and walking tracks
- Implementation of asset management plans to ensure community facilities and infrastructure are maintained to an appropriate standard and meet statutory requirements
- Enhancing police presence to address anti-social behaviour and help all people to feel safe
- Improvement in school attendance levels and establishing clearly defined and supportive pathways to employment and training for young people after completion of schooling
- Seeking amendments to and supporting an effective transition for changes to existing Alcohol Management Plan arrangements
- Better design and quality of homes, more choice of housing options to address overcrowding and improvement to repair and maintenance services

Reporting on our Performance

As part of our commitment to transparent and accountable service delivery, reporting on the progress of the strategies outlined in the Napranum Aboriginal Shire Council 2022 – 2027 Corporate Plan is completed quarterly for Elected Representatives at Ordinary Meetings of the Council.

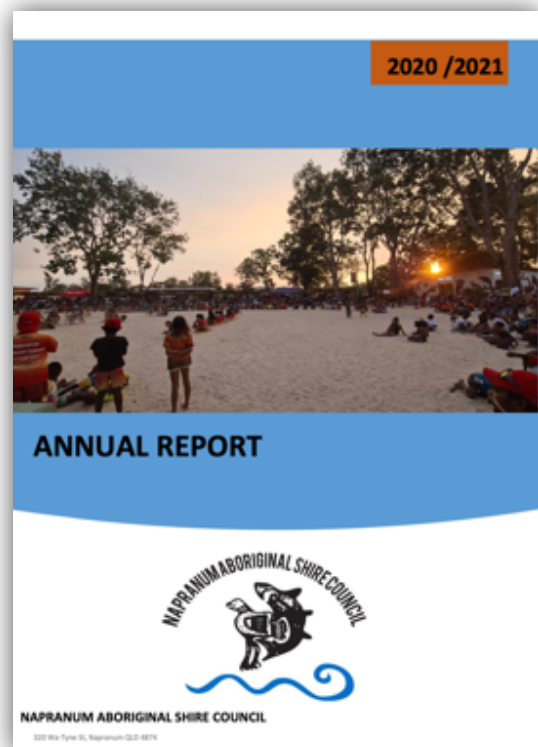
The Corporate Plan will be implemented by the Council through our Annual Operational Plans and Budgets. These outline the services, specific projects and costs to meet annual targets and will be measured by appropriate performance indicators.

In accordance with the Local Government Act 2009, we will undertake annual reviews to clearly track progress in achieving our goals and assist in the ongoing development of Operational Plans and Budgets. Our Annual Reports will make the results of Council's statutory reviews and audits available to the broader community.

The Council will continue to implement a community complaints and grievance process to receive, document and follow-up on community feedback, concerns and any emerging issues.

This process of continual monitoring will allow us to adjust our priorities and the allocation of resources.

Annual Reports are available on our website www.napranum.qld.gov.au.



Our Priorities for 2022 - 2027



Cultural Wellbeing



Healthy, Safe & Resilient Community



Young People



Land & Environment



Economic Development



Governance & Leadership

Cultural Wellbeing

We recognise the importance of cultural identity and cultural continuity for health, social and emotional wellbeing. The richness of cultural practices, knowledge systems and cultural expressions provides a source of strength, resilience and pride for the community.

Through our programs, services and support for local community groups, the Council aims to support the building of strong connections to culture, and in doing so, strengthen the resilience of our community.

Our priorities for 2022 – 2027 are to:

- Strengthen cultural identity and pride through community participation in cultural events and activities designed in consultation with our Elders.
- Foster positive connections between young people, their families and Elders.
- Protect areas of cultural heritage significance.
- Support the development and delivery of cultural programs and activities that enhance community members' mental health and well-being.

Our Strategies

- Support the establishment of the Men's and Women's Groups, including identification of suitable facilities to support delivery of programs and activities
- Implement initiatives that document and preserve Napranum history and cultural heritage, including the operation of the Napranum Keeping Place
- Showcasing art, language and dance through community events, including Ruchook Festival, Reconciliation Week, DOGIT Day and NAIDOC Celebrations
- Engage with and consult Traditional Owners and Elders of the community and neighbouring Traditional Lands in the development of programs, services and community events
- Deliver cultural awareness training, including specific information about Napranum community and the Western Cape region, for all new Council employees
- Deliver cultural capability training for Council employees in leadership roles
- Prepare an Outstation Development Plan that considers future infrastructure development and planning scheme requirements, protection of areas of significance, improved accessibility and enabling people to continue to connect with their Country
- Finalise the transfer of Napranum DOGIT lands to relevant Prescribed Body Corporate (PBC)
- Engage with relevant Traditional Owners and other relevant stakeholders to progress an ILUA for the Napranum township area
- Identify opportunities to embed Napranum culture and history into community projects, programs and events.

Key Performance Indicators

- ✓ Level of community participation in local community group activities and cultural events
- ✓ Number of community groups leading the delivery of programs, services and events
- ✓ Improved community health, safety and wellbeing outcomes

Healthy, Safe & Resilient Community

Improving the quality of life for all residents of Napranum is the primary goal of the Council. To achieve this outcome, we will ensure a safe living environment and deliver programs and support services that are accessible and meet the needs of the community.

Our priorities for 2022 – 2027 are to:

- Provide opportunities that bring together and connect the community to celebrate culture, history and diversity of the Napranum community
- Increase the capabilities of community groups to deliver a range of programs and services that meet the needs of community members
- Ensure facilities are maintained and provide a safe space for community participation

Our Strategies

Healthy & Safe Community

- Advocate for an increased police presence in community
- Facilitate the Napranum Taskforce to provide direct input from local people into decision-making processes on the delivery of social services, program development and initiatives to address domestic, family and sexual violence, health and wellbeing
- Review the Alcohol Management Plan and provide awareness, education and support during the transition of any approved changes to existing arrangements
- Continue to provide quality aged care and early childhood services ensuring ongoing compliance with legislative requirements
- Investigate operating models for remote rehabilitation facilities and programs and consider feasibility of similar projects for the Napranum community and Western Cape region
- Continue to actively participate as a key stakeholder in disaster management preparation, response and recovery in Napranum and the Western Cape region

Community Housing

- Investigate and pursue opportunities to improve sustainability and energy efficiency for community houses, including cost-effective solar power options for the community
- Develop and implement community housing repairs and maintenance plans
- Collaborate with relevant levels of Government to prepare the Napranum Housing Investment Strategy and Long-Term Housing Plans

Community Facilities & Infrastructure

- Maintain Asset Management Plans with consideration of current and future community infrastructure needs and Council's financial plans
- Maintain effective engagement with all levels of Government and regional bodies to ensure coordinated provision of local and regional infrastructure
- Expand the installation of solar street lighting in identified public areas
- Ensure Council buildings, facilities and amenities are maintained to an appropriate standard
- Progress the upgrade of the Napranum Oval
- Implement a road re-seal program to address poor road conditions in community
- Ensure Aged Care and Early Childhood facilities continue to meet legislative requirements and are maintained to the appropriate standards, including any necessary upgrades
- Continue to progress future stages of development for the waterfront area

Key Performance Indicators

- ✓ Participation levels in community group activities, programs and events
- ✓ Improvements in the quality of community housing and reduction in overcrowding
- ✓ Reduction in the number of incidents of domestic violence and anti-social behaviour
- ✓ Completion of capital projects and improvements to existing community facilities and infrastructure
- ✓ Grants obtained to support capital projects, community programs and services



Land and Environment

Caring for our natural environment is important today so that it remains healthy for future generations. We consider the impact of our activities on the environment across all of our activities and look for new ways to reduce our impacts over time.

Our priorities for 2022 – 2027 are to:

- Actively investigating opportunities to improve energy efficiency across the community
- Coordinate land and sea management programs and services that continue to protect and manage DOGIT lands for future generations
- Work collaboratively with community and Government stakeholders to progress transfer of Napranum DOGIT and the establishment of an ILUA for the Napranum township area

Our Strategies

- Implement projects and community-wide initiatives to improve energy efficiency and decrease power and water consumption
- Encourage community groups and local businesses and service providers to adopt sustainable practices that minimise impacts on the environment
- Engage with Traditional Owners and other relevant stakeholders on strategic land use planning for community housing, recreational facilities and commercial infrastructure
- Facilitate the collaborative development of the Land and Sea Ranger Program Strategic Plan, providing a framework for future land and sea management activities and protection of culturally significant sites in a responsible and sustainable manner
- Minimise Council's impact on the environment through effective waste management, recycling and environmental policies and programs
- Actively engage with relevant community and Government stakeholders to understand and consider potential impacts and opportunities for Napranum community in relation to Weipa township normalisation and mine closure in future years
- Increase community awareness of the benefits of having a healthy and diverse environment, including household participation in community-wide initiatives and events such as annual garden competition
- In collaboration with Traditional Owners and community stakeholders, implement appropriate land access protocols for Napranum DOGIT areas
- Deliver targeted educational programs that engage and advocate the whole-of-community benefits of responsible pet ownership and proactive animal health practices
- Continue to develop, implement and enforce animal control By-Laws
- Working with stakeholders on natural resource management including weeds, feral animals and conservation of our biodiversity

Key Performance Indicators

- ✓ Number of new energy efficiency initiatives successfully implemented resulting in reduction of community power and water usage
- ✓ Amount and type of recycling achieved
- ✓ Community participation in targeted environmental education and awareness programs
- ✓ Transfer of Napranum DOGIT finalised
- ✓ Napranum Township ILUA progressed

Young People

Engaging our young people is important as they are the future of the Napranum community.

Council will collaborate with all levels of Government and community organisations to ensure young people are actively engaged in a broad range of activities, have access to a quality education, can access supportive pathways to further training and employment after school and maintain a strong connection to culture and their families.

Our priorities for 2022 – 2027 are to :

- Ensure young people of Napranum have access to quality education and training
- Work with community and Government stakeholders to ensure that there are clearly defined employment and training pathways for young people after school
- Provide support and resources that enables a wide variety of activities to be offered for young people in the community after school hours and on school holidays

Our Strategies

Youth Engagement

- Continue to support the delivery of activities for young people through the PCYC
- Develop and implement school holiday programs for young people
- Showcase local Aboriginal and Torres Strait Islander employment and training pathways and success stories for young people
- Identify and obtain resources to support the delivery of a Young Mother's Program
- Continue to work collaboratively with community groups and Government to support the implementation of youth justice initiatives in community
- Identify opportunities to support the development of young leaders in community, including providing young people a voice in community planning and local decision-making forums
- Implement a program that regularly profiles young achievers in the community

Education & Training

- Continue to work collaboratively with community groups and relevant stakeholders to facilitate input on the proposal to re-establish the Napranum School
- Work with Western Cape College to progress the Community Engagement through Co-Design initiative, with a particular focus on school attendance, culturally appropriate teaching and learning practices, cultural capability of teaching staff and building community relationships

Cultural Connection

- Develop and implement programs and activities in consultation with Elders and community groups that help to connect young people with their culture and their Country, including on-Country Camps during school holiday periods

Key Performance Indicators

- ✓ Improved school attendance
- ✓ Number of young people moving into employment and/or further training after school
- ✓ Number of young people accessing and/or participating community programs and services, including school holiday programs and sport and recreation programs
- ✓ Reduction in youth crime rates and incidences of anti-social behaviour



Napranum Colour Run (2021)

Local Economic Development

Council aims to support the development of a strong, diverse and competitive local economy by investing in, supporting and promoting sustainable business development and local employment opportunities.

Our priorities for 2022 – 2027 are to:

- Continue to build the capabilities of our local Aboriginal and Torres Strait Islander workforce across a diverse range of roles
- Identify opportunities to support the development of small business enterprise
- Investigate and pursue local economic opportunities that are sustainable and create ongoing opportunities for local people

Our Strategies

Local Indigenous Employment & Training

- Develop a Local Aboriginal and Torres Strait Islander Employment & Training Strategy focussed on increasing participation of local people across the breadth of Council roles
- Undertake targeted communications to increase awareness of Council job opportunities
- Advocate to all levels of Government and contractors to prioritise local employment opportunities across all contracts delivered in community
- Partner with local CDP provider to identify and pursue opportunities that address employment and training barriers and assists to transition current CDP workers into sustainable employment
- Identify and support in-community training opportunities to build local trade capabilities
- Develop and implement strategies to support the development of local people for future Council leadership roles

Local Business Development

- Develop a Local Indigenous Procurement Policy to inform our approach to supporting local Indigenous business development and contracting opportunities
- Investigate the feasibility of establishing a Napranum Small Business Hub to provide support services to new and existing local Indigenous business enterprise, including business mentoring, administration support services, and business development
- Support the delivery of small business workshops for new and existing local Indigenous businesses

Economic Growth Projects

- Secure funding to support and invest in research and undertaking of relevant feasibility studies for future local economic development opportunities
- In collaboration with Elders and community groups, progress plans to investigate the establishment of the Napranum Arts & Cultural Centre
- Enhance technology capabilities, including improvements to mobile and Wi-Fi networks
- Facilitate the development of a Cultural Tourism Strategy for the Napranum community
- Investigate solar microgrid project opportunities across the community
- Support the re-establishment of the Napranum Farm and associated agriculture projects

- Actively engage with relevant community and Government stakeholders to understand and consider potential impacts and opportunities for Napranum community in relation to Weipa township normalisation and mine closure in future years
- Investigate options to address potential storm surge risks for the Napranum community
- Investigate opportunities to establish Napranum as a recycling hub for the region

Key Performance Indicators

- ✓ % local Aboriginal and Torres Strait Islander employment in NASC workforce
- ✓ Increase in local Indigenous procurement / spend (reducing external contractor spend)
- ✓ Improved levels of works readiness in local Indigenous workforce
- ✓ Improved sustainability of local businesses
- ✓ Number of CDP participants transitioning into ongoing employment



Effective Governance & Leadership

Effective governance and leadership enables Council to deliver the outcomes of the Corporate Plan for the Napranum community. We achieve this through ensuring our commitment to ethical standards of practice and by providing exceptional service to our residents, working collaboratively with our partners, valuing the contribution of Council staff and being responsive to the needs of the community.

Our priorities for 2022 – 2027 are to:

- Enhance the service delivery of Council programs and services through establishing a culture of continuous improvement
- Strengthen the governance role of Councillors and facilitating input from the community through relevant local decision-making processes
- Ensuring responsible financial management and long-term planning for sustainability
- Establishing Council as an Employer of Choice in the Western Cape region

Our Strategies

Service Delivery

- Develop and implement a program of continuous improvement in service delivery
- Investigate the use of new technology to improve the effectiveness of Council's community engagement approach
- Ensure Council administration and records systems are managed effectively and efficiently
- Undertake an annual survey of community residents to understand levels of satisfaction with the delivery of Council programs and services

Effective Governance & Leadership

- Ensure that Council's decision-making processes are effective and transparent, including support in facilitating the Napranum Taskforce as a forum to ensuring appropriate local input into decision-making processes
- Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role, including ongoing professional development
- Uphold and promote ethical standards of practice supported by internal policies and procedures that are audited, monitored, reviewed and reported
- Manage and govern Council to our stated values, ensuring principles of good governance are applied to achieve the best value outcome for the community
- Review and update strategic planning documents annually and as required

Responsible Financial Management

- Develop and maintain Council's annual budget
- Create a Long-Term Financial Sustainability Strategy
- Maintain a 10-Year Strategic Financial Plan
- Develop 10-Year Asset Management Plan
- Actively lobby, apply for and obtain State and Federal Government funding and grants
- Implement, maintain and monitor effective financial and cost control systems
- Monitor and audit compliance with financial and quality management systems
- Provide timely and comprehensive reporting of financial position
- Develop and maintain risk management policies and reporting
- Require strict accountabilities for all financial commitments and expenditure

Community Engagement & Stakeholder Relationships

- Develop a community engagement and communications strategy to enhance two-way communications between Council and the Napranum residents
- Continue to develop and maintain relationships with all levels of Government through regular communication, collaboration and coordination
- Continue to work collaboratively with other Cape York Councils to address regional priorities and share learnings
- Represent and promote the Council at Local, Regional, State and National forums
- Support strategic alliances and collaborations that assist Council in policy development and service delivery

Skilled and Committed Workforce

- Undertake an Organisational Review to ensure alignment of workforce structure and capabilities to Corporate Plan key activities
- Provide a comprehensive induction for all new staff, including delivery of cross-cultural training appropriate for the role
- Ensure safe work practices through implementation of appropriate work, health and safety practices
- Implement an appropriate staff performance appraisal and development system linked to strategic and operational plans
- Maintain and develop human resource management policies, procedures and systems for current and future workforce needs
- Investigate and promote succession planning for career progression and organisational sustainability

Evaluation & Reporting

- Review and report on Corporate annually through the Council's Annual Report
- Prepare a Summary Community Report card annually that helps to communicate progress on priority areas in a format that is easily understood by the broader community
- Undertake reviews of the Corporate Plan and update with any changes as required
- Implement Council wide performance management reporting

Key Performance Indicators

- ✓ Results of annual community satisfaction survey
- ✓ Unqualified audits achieved in the context of compliance with financial and quality management systems and statutory responsibilities
- ✓ Participation of organisation representatives in Napranum Taskforce meetings
- ✓ % Napranum workforce completing cross-cultural training
- ✓ % Annual Turnover of Council staff
- ✓ Number of unresolved community complaints

Acronyms

CDP	Community Development Program
DOGIT	Deed of Grant in Trust
ILUA	Indigenous Land Use Agreement
NASC	Napranum Aboriginal Shire Council

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