



APPENDIX

L

DRAINAGE STUDY

PREPARED BY CARDNO

14 March 2018

Cardno
 Cardno
 15 Scott Street
 Parramatta Park
Cairns QLD 4870

Attention: Urbi Musso

Cardno (Qld) Pty Ltd
 ABN 57 051 074 992

Level 11
 515 St Paul's Terrace
 Fortitude Valley QLD 4006
 Australia

Phone +61 7 3369 9822
 Fax +61 7 3369 9722

www.cardno.com

Dear Urbi,

PORMPURAAW - HIGH LEVEL FLOOD ANALYSIS

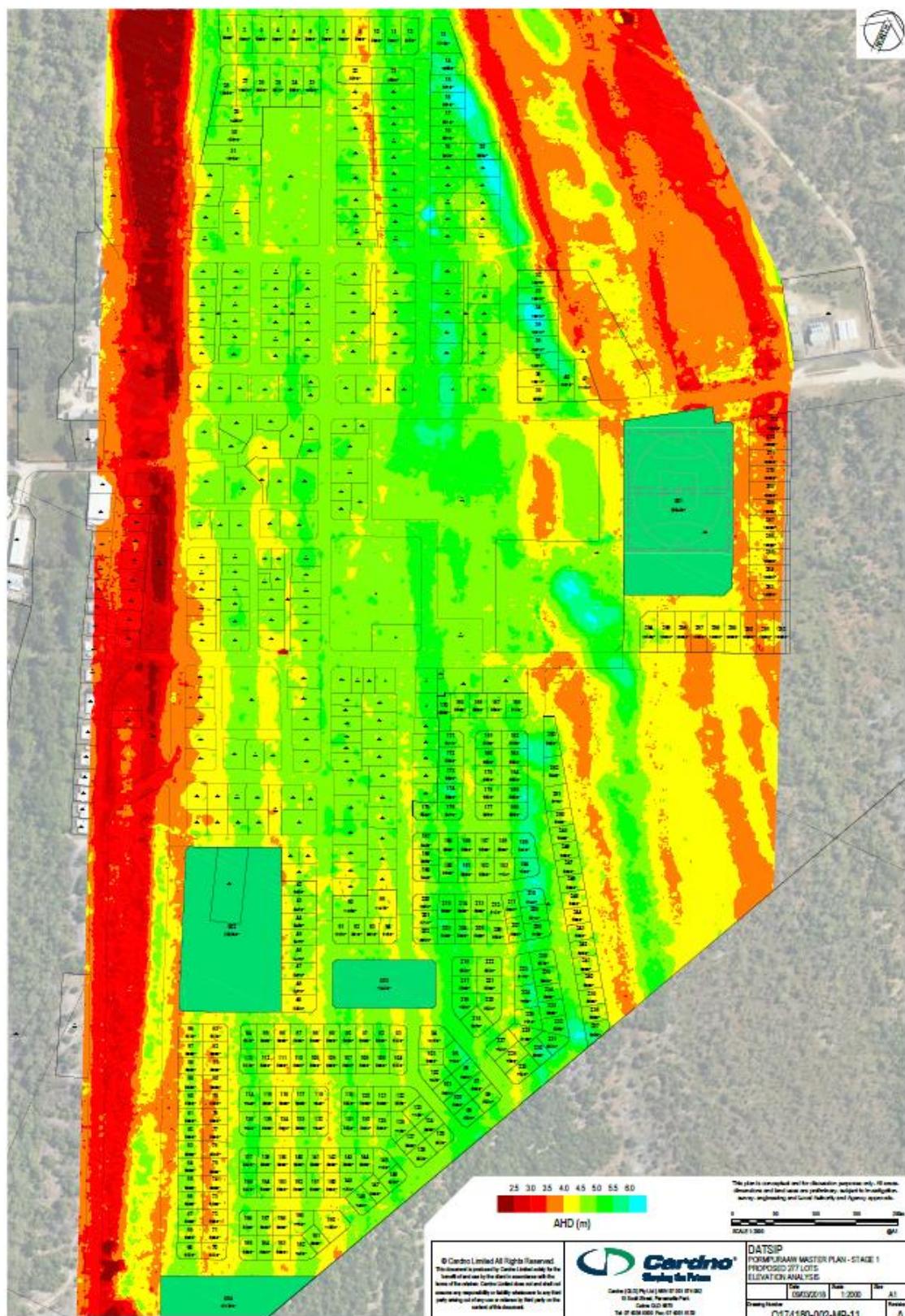
As part of the master planning of the future residential and industrial land use a review of the potential constraints associated with flooding have been undertaken. This review has been undertaken utilising already available information, with anecdotal evidence utilised to confirm assumptions where possible.

Pormpuraaw is a small aboriginal community located on the eastern coast of the Gulf of Carpentaria. The community is situated between the outlets of two major watercourses, Chapman River and Mooncan Creek. Figure 1 provides an overview of the site and surrounding watercourses.



Figure 1 – Site Locality and Local Watercourses

The community is situated between two low lying areas, with the level of the township primarily varying between 4.0 and 6.0 mAHD. Figure 2 shows the topography of the area. There are some locations along Rirranth Street, to the west of town, that are lower, between 3.0 and 4.0 mAHD. Only one road connects the township out to the main highway, approximately 200 km to the east. In 2016 this road was upgraded to provide additional flood immunity to the township.

**Figure 2 – Township Layout and Topography**

Existing Flood Risks

Riverine Flooding

Currently no flood mapping is available for the township. Pormpuraaw has however been subject to major riverine flooding in both 2012 and 2014. In 2014 the police lock up and ten other properties were affected (<http://www.cairnspost.com.au/news/cairns/kowanyama-and-pormpuraaw-start-to-dry-out-after-record-breaking-big-wet-rain-and-floods/news-story/5f18ab52b06e87cf3cfa153bb9934d52>). This was noted to be less severe than the 2012 event. As no specific flood information is available it cannot be confirmed at this stage if there are areas that are flood free, or the required level to define a finished floor level. Figure 3 shows an image of the flooding that occurred in 2012.



Figure 3 – 2012 Flooding (www.youtube.com)

Coastal Inundation and Erosion

In addition to riverine flooding, the township is likely also subject to coastal inundation. SARA mapping of the township indicates the western edge of the township (including the airport) is within the High Storm Tide Inundation. The western edge of the site is also located within the erosion prone area. Figure 3 shows the SARA coastal mapping available for the township area.

Impact of Climate Change on Cyclonic Activity

According to the CSIRO report *Climate Change in Australia Information for Australia's Natural Resource Management Regions* (CSIRO, 2015), there is substantial evidence that the large-scale environment in which tropical cyclones form and evolve is changing as a result of climate change. As the waters of the Western Pacific Ocean and Coral Sea are likely to become warmer, it is possible that tropical cyclones may become more intense, and that the regions affected by tropical cyclones may expand further polewards (in this case, further south down the Queensland coast).

In terms of cyclone behaviour, climate change is likely to affect tropical cyclone behaviour in two ways. First, the formation of tropical cyclones most frequently occurs when there are very warm sea surface temperatures (generally greater than 26°C), and when there is a strong vertical temperature gradient through the lower atmosphere. As the climate continues to warm, the difference between the temperature near the surface of the Earth and the temperature higher up in the atmosphere, is likely to decrease as the atmosphere continues to warm. As this vertical gradient weakens, it is likely that tropical cyclones will form less frequently (IPCC 2013).

Second, increasing sea surface temperatures will increase the intensity of cyclones (along with changes in upper atmosphere conditions), both in terms of maximum wind speeds and in the intensity of rainfall that occurs in association with the cyclone. This is because the storms draw energy from the surface waters of the ocean, and as more heat (energy) is stored in these upper waters, the cyclones have a larger source of energy on which to draw.

According to DEHP (2013), for planning purposes, and based on current science, it is appropriate to assume the following climate change related impacts to tropical cyclones at 2100:

- > A southward latitude shift in the tropical cyclone climate of approximately 1.3 degrees; and
- > An increase in cyclone maximum potential intensity (in terms of cyclone wind speed) of 10%.

Based on this assessment, it is considered that the site in the future is likely to be subjected to increased cyclonic activity. This prediction should be considered in all future planning exercises to ensure the resilience of development under future climate conditions.

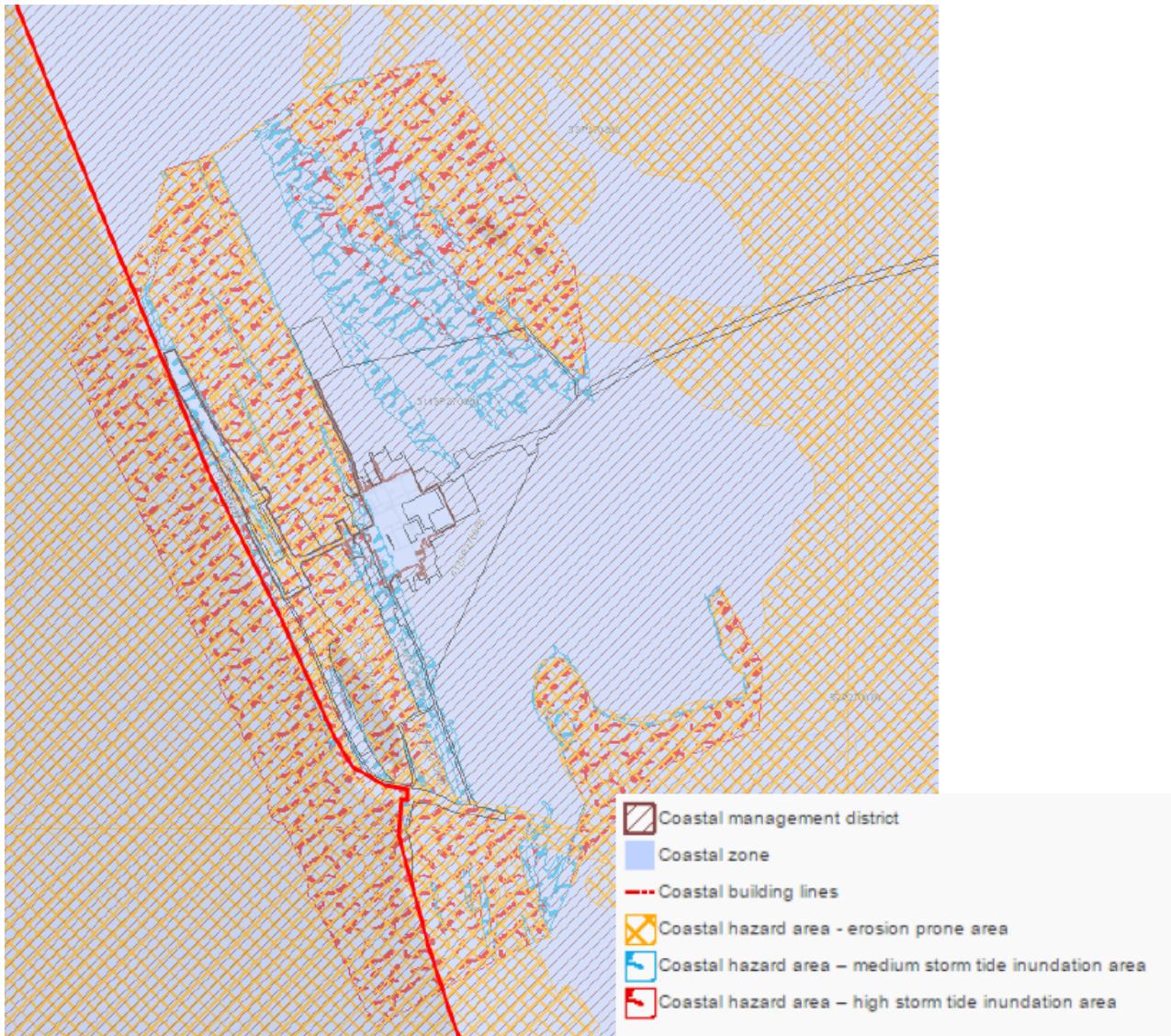


Figure 4 – SARA Coastal Mapping

Proposed Master Plan Arrangement

Riverine Flooding

Figure 2 shows in bold the proposed masterplan layout. Generally, the proposed lots and parks are located at a similar level to the existing township. As no defined flood information is available, it is not possible to determine the flood hazard associated with the master plan arrangement. It is likely a similar flood resilience to the existing town will be present for the master plan areas. The exception to this is the playing field and lots to the east. In this location the land is lower. It is likely fill will be required to the lots to improve flood immunity. Given the close proximity to the electricity substation a review of the impact on flooding in the area should also be considered to ensure the immunity of the substation is not compromised.

Coastal Inundation and Erosion

The proposed master plan does not encroach closer to the ocean relative to the existing township. As such, a similar risk profile is present. The proposed development footprint is generally located outside of the mapped coastal hazard areas.

Increased Runoff

Due to the development, the amount of rainfall runoff experienced onsite will likely increase. During the development of the areas consideration of appropriate drainage should be undertaken to ensure that local rainfall events do not result in localised ponding and flooding. As the township is located on a sandy soil profile, the usage of either local or regional soak pits to provide controlled dissipation of excess runoff could be considered.

Outcomes and Recommendations

Based on the preliminary assessment undertaken, the master plan, as proposed, is unlikely to result in development with significantly greater risk of flooding, irrespective of the mechanism, when compared to the existing township.

The assessment undertaken however is significantly limited due to a lack of available data. During the development of the site, a more robust assessment of flood risk should be undertaken to confirm minimum floor levels to develop to, which will ensure resilience of the development in the future. During this assessment the area should be reviewed to assess its sensitivity to filling at specific locations (for example near the electricity substation) to ensure development does not result in adverse impacts on existing infrastructure.

Future development should also take into consideration local runoff from the lots. Consideration of local drainage features and soakage pits to enable safe conveyance and infiltration of excess rainfall from the site while minimising the impact of localised ponding and flooding is required.

Yours sincerely,



Daniel Wood
Senior Engineer
for Cardno
Direct Line: 07 3100 2266
Email: daniel.wood@cardno.com.au

Our Ref: Q714180_Lt02v2:LMH
Contact: Lisa Holden

24 June 2019

via Email ian.anders@datsip.qld.gov.au

Cardno (Qld) Pty Ltd
ABN 57 051 074 992

Attention: Ian Anders

Level 11
515 St Paul's Terrace
Fortitude Valley QLD 4006
Australia

Dear Ian,

Phone +61 7 3369 9822
Fax +61 7 3369 9722

PORMPURAAW – PRELIMINARY LOCAL FLOOD ASSESSMENT

Introduction

The master planning of the future residential and industrial land use areas adjacent to the existing urban area of Pormpuraaw has been undertaken. Upon completion of this exercise it was requested that a preliminary drainage investigation of the master planned area be undertaken. The purpose of this document to summarise the methodology and outcomes of this preliminary investigation. The primary purpose of the investigation was to provide preliminary sizing of the channels required to convey flow through the master planned area.

Context

Pormpuraaw is a small aboriginal community located on the eastern coast of the Gulf of Carpentaria. The community is situated between the outlets of two major watercourses, Chapman River and Mooncan Creek. Plate 1 provides and overview of the site and surrounding watercourses.

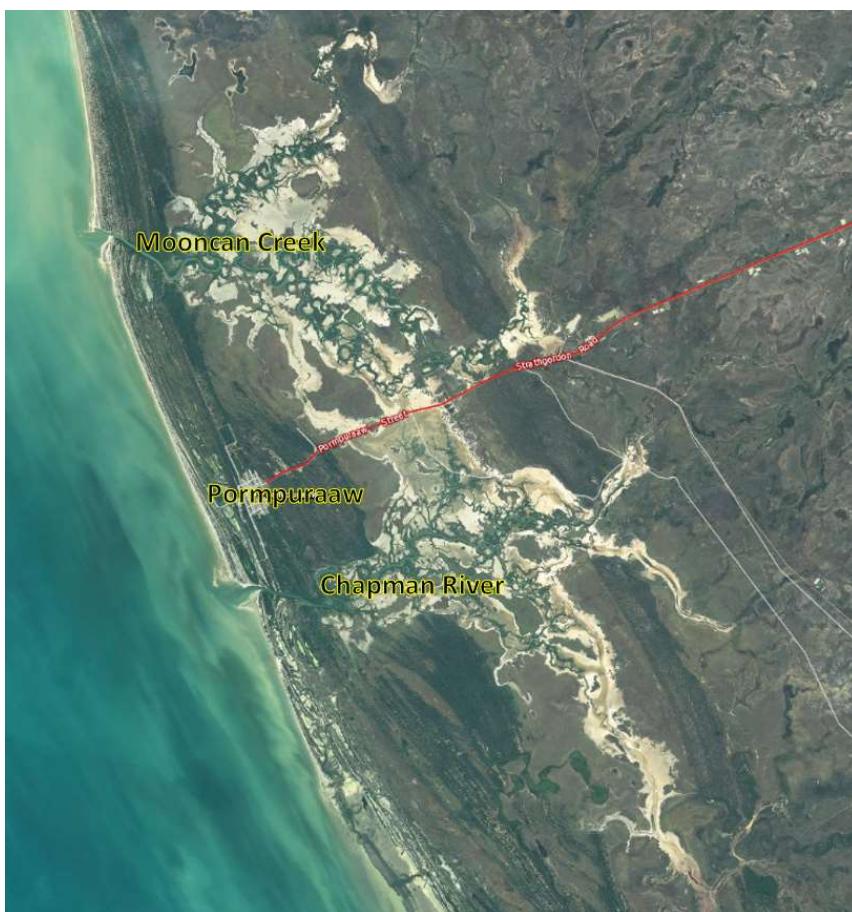


Plate 1 – Site Locality and Local Watercourses

Methodology

The following outlines the methodology implemented to determine the preliminary sizing of flow paths through the proposed development. The catchments have been identified based on topographic data and primary and secondary flow paths identified. A hydrologic model has been developed to determine the design event peak flows through development. Subsequently primary flow paths are sized using software HydroChan and preliminary design undertaken.

Hydrology

Local catchments contributing to the proposed areas of development have been defined based on the Queensland Government 1m Digital Elevation Model (DEM) downloaded from online platform Elvis.

Based on review of the topographic information the nature of the land is in the form of sand dune system. Dunes generally run parallel to the coast and runoff drains between these dunes draining generally in a north-west of south-east ward direction. The established catchments are shown in Figure 1.

A hydrologic model was developed in software RAFTs (version 2018) using the 2016 Australian Rainfall and Runoff (ARR) Intensity Frequency Duration (IFD). The curves adopted are documented in Attachment 1. The catchment location at Latitude -14.903 Longitude 141.617 has been utilised for the location to determine ARR data. Storm Losses for catchments are taken from the 2016 ARR Data Hub and are documented in Attachment 1.

The duration of storms from 10 minutes up to 36 hours were simulated in hydrology in order to ensure the critical duration is covered. The maximum median peak flow was then extracted from the critical storm as per ARR 2016.

Flow Paths

Locations of flow paths are shown in Figure 2.

Figure 3 shows the locations of the primary flow paths within the proposed development footprint. The design peak total flows have been extracted from the RAFTs Hydrologic model for flow paths within the proposed development footprint. Table 1 summarises the peak flows for catchments within the proposed development footprint.

Table 1 – Design Peak Flows

Catchment	Design Peak Flows (m ³ /s)		
	1% AEP	10% AEP	50% AEP
A3	0.13	0.07	0.04
A8	0.24	0.12	0.08
A9	0.17	0.09	0.06
A10	1.91	0.93	0.06
B18	1.17	0.85	0.60
B21	0.41	0.12	0.13
C1	0.16	0.06	0.03
C3	0.37	0.13	0.08
D1	0.12	0.05	0.03
D2	0.02	0.04	0.02

Based on the magnitude of flows within the identified catchments, flow paths are classified as either primary or secondary flow paths, with primary flow paths having the higher flows.

Primary flow paths are identified at catchments A10 flowing south-east, C3 (south-east), B18 flowing north-west and B21 draining south-east through the proposed areas of development.

Secondary flow paths are identified at catchments D1 (south-east), D2 (south-east), C1 (north-west), B21 (south-east), A3 (north-west) A8 (north-west) and A9 (north-west).

Design Channels

The software HydroChan has been utilised to determine preliminary sizing of overland flow paths.

Runoff in secondary flow paths is recommended to be via concrete lined table drains to facilitate cleaning rather than via piped underground drains, due to the sandy nature of the topography.

Based on the HydroChan calculation the preliminary sizing of overland flow paths has been undertaken. The required cross sectional area has been taken from Hydrochan. Triangular cross sections have been assumed for flow paths with a side batter slope of 1 in 4. The resulting depth of cross section and top widths are summarised in Table 2. The cross section shape could be modified to suit local conditions, however the recommended cross sectional area would be required to be maintained.

In regard to catchments C3, it is recommended that this overland flow be diverted to the north east of the proposed development allotments or the allotment layout be reconfigured to avoid encroachment into the flow paths. Similarly, catchment B21 flows could be diverted to the south-west of proposed development allotments.

It is recommended the flow on flowpath A10 could be re-directed along the road to the west of the natural flow path. This flow could then discharge to the proposed park.

Due to the low slopes through the catchment, flow velocities are low and therefore no requirement for scour protection within the flow paths. The flow paths can be lined with sand.

Table 2 – Primary Flow Paths

Catchment	1% AEP Flow Parameters					
	Slope (%)	Flow (m ³ /s)	Cross Sectional Area (m ²)	Depth (m)	Flow top path Width (m)	Velocity (m/s)
A10	0.03	1.91	6.0	1.25	10.0	0.37
B18	0.03	1.17	4.2	1.10	8.8	0.35
C3	0.07	0.37	2.0	0.70	5.6	0.38
B21	0.02	0.41	2.0	0.70	5.6	0.22

Outcomes and Recommendations

The four primary flow paths shown on Figure 3 have been sized and preliminary design undertaken. The sizing is summarised in Table 2 and indicative cross sections summarised in Attachment 2.

As outlined in the hydrology section of this letter, natural topography across the area of development consists of sand dunes running approximately parallel to the coast in a north-west to south east direction. The natural flow paths are hence aligned in this way as runoff drains in the troughs between the dunes. It would be of benefit to site drainage to align the roads with the troughs between dunes, such that the roads can act as overland flow paths in large rainfall events, thereby reducing the footprint of dedicated channels. This would also minimise the need for cross drainage under roads.

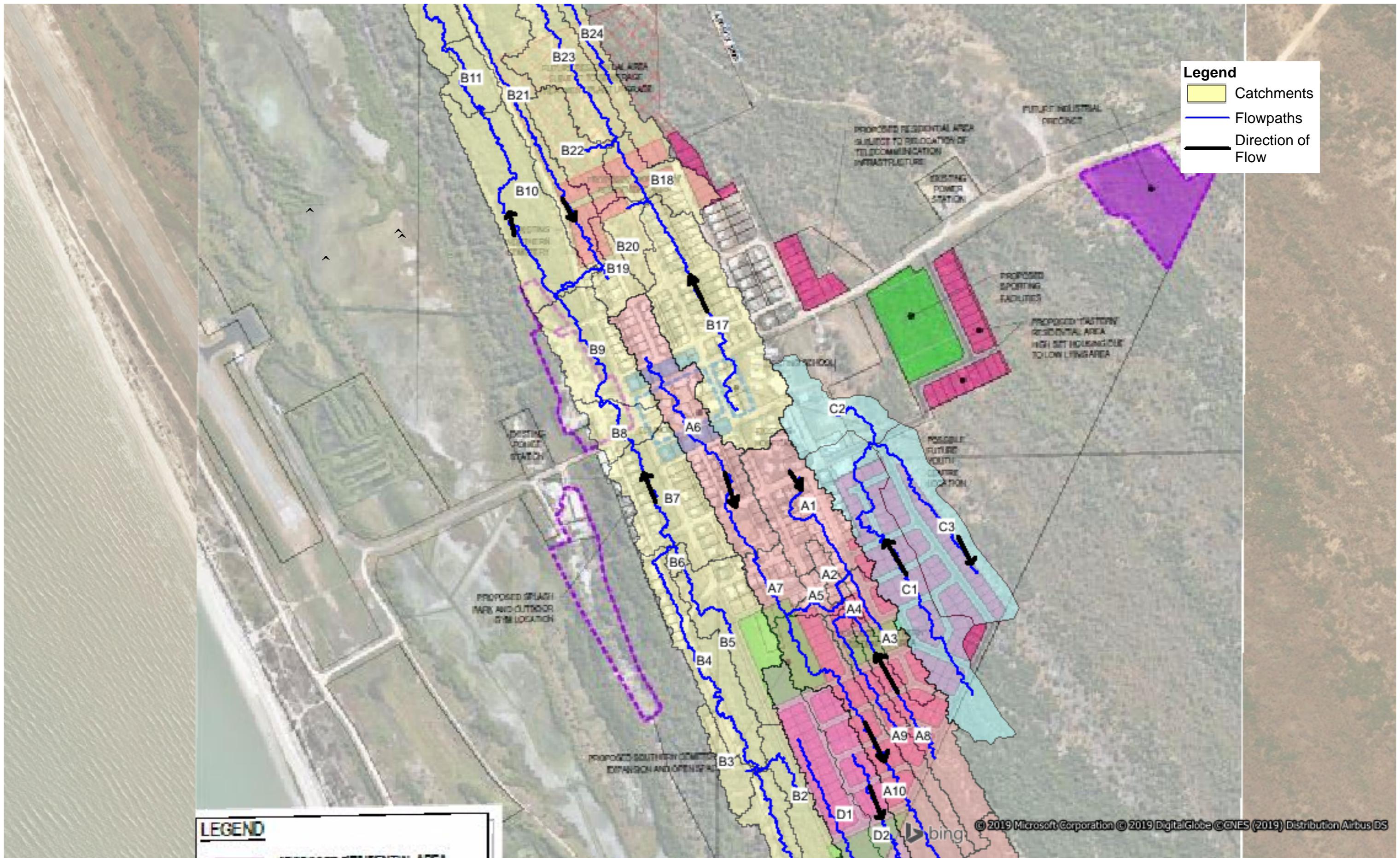
Yours sincerely,



Lisa Holden
Senior Engineer
for Cardno
Direct Line: 07 3139 2979
Email: lisa.holden@cardno.com.au

FIGURES





 **Cardno**

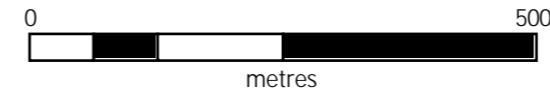
© Cardno Limited All Rights Reserved.
This document is produced by Cardno Limited solely for the benefit of and use by the client in accordance with the terms of the retainer. Cardno Limited does not and shall not assume any responsibility or liability whatsoever to any third party arising out of any use or reliance by third party on the content of this document.



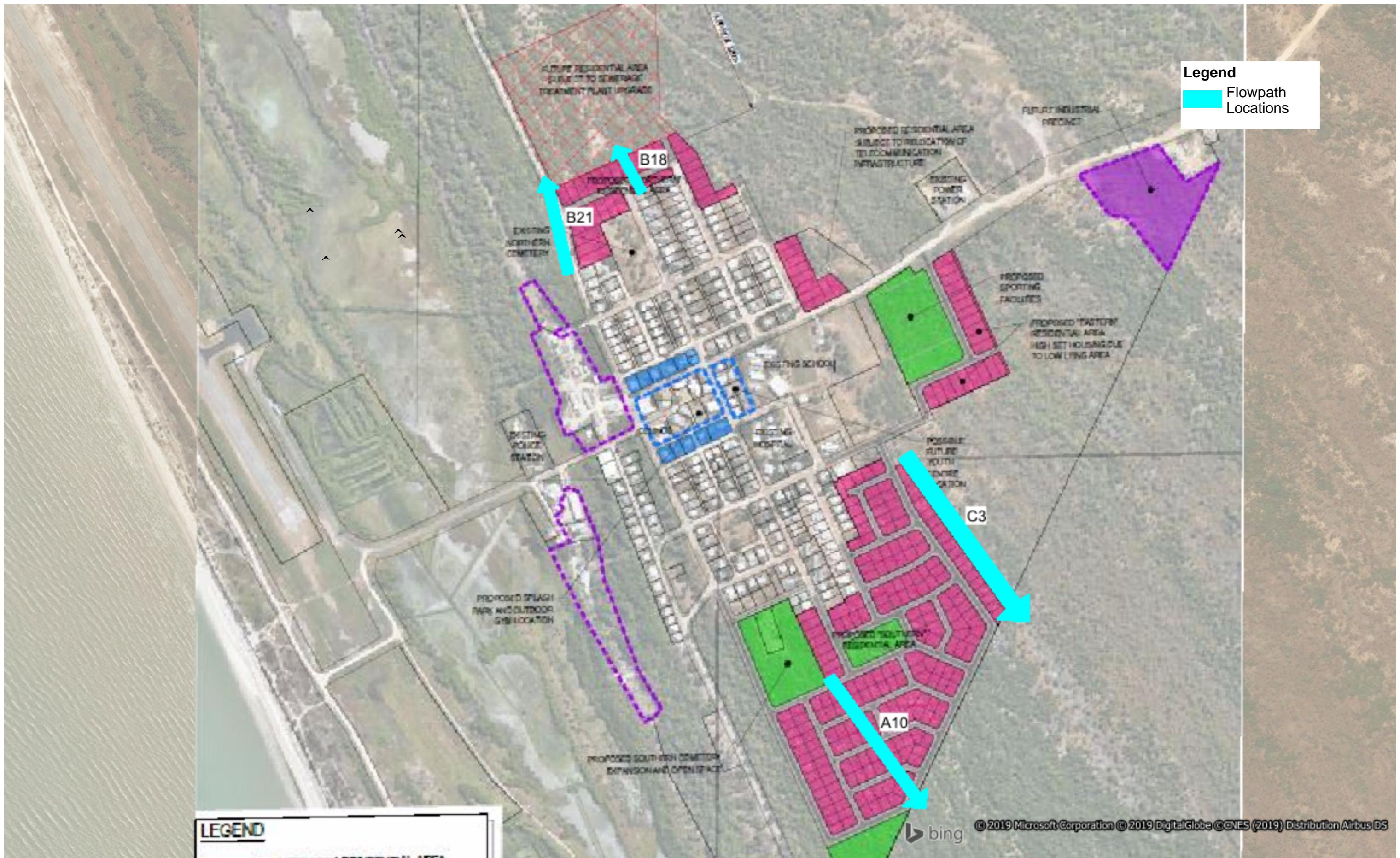
Date
23/04/2019

Size
A3

Scale
1:8000



CATCHMENT & FLOWPATH LAYOUT FIGURE 2



© Cardno Limited All Rights Reserved.
This document is produced by Cardno Limited solely for the benefit of and use by the client in accordance with the terms of the retainer. Cardno Limited does not and shall not assume any responsibility or liability whatsoever to any third party arising out of any use or reliance by third party on the content of this document.

 **Cardno**



Date
23/04/2019

Size
A3

Scale
1:8000



LOCATIONS OF FLOWPATHS

FIGURE 3

APPENDIX A

AUSTRALIAN RAINFALL AND RUNOFF INPUT



Location

Label: Not provided

Latitude: -14.903 [Nearest grid cell: 14.9125 (S)]

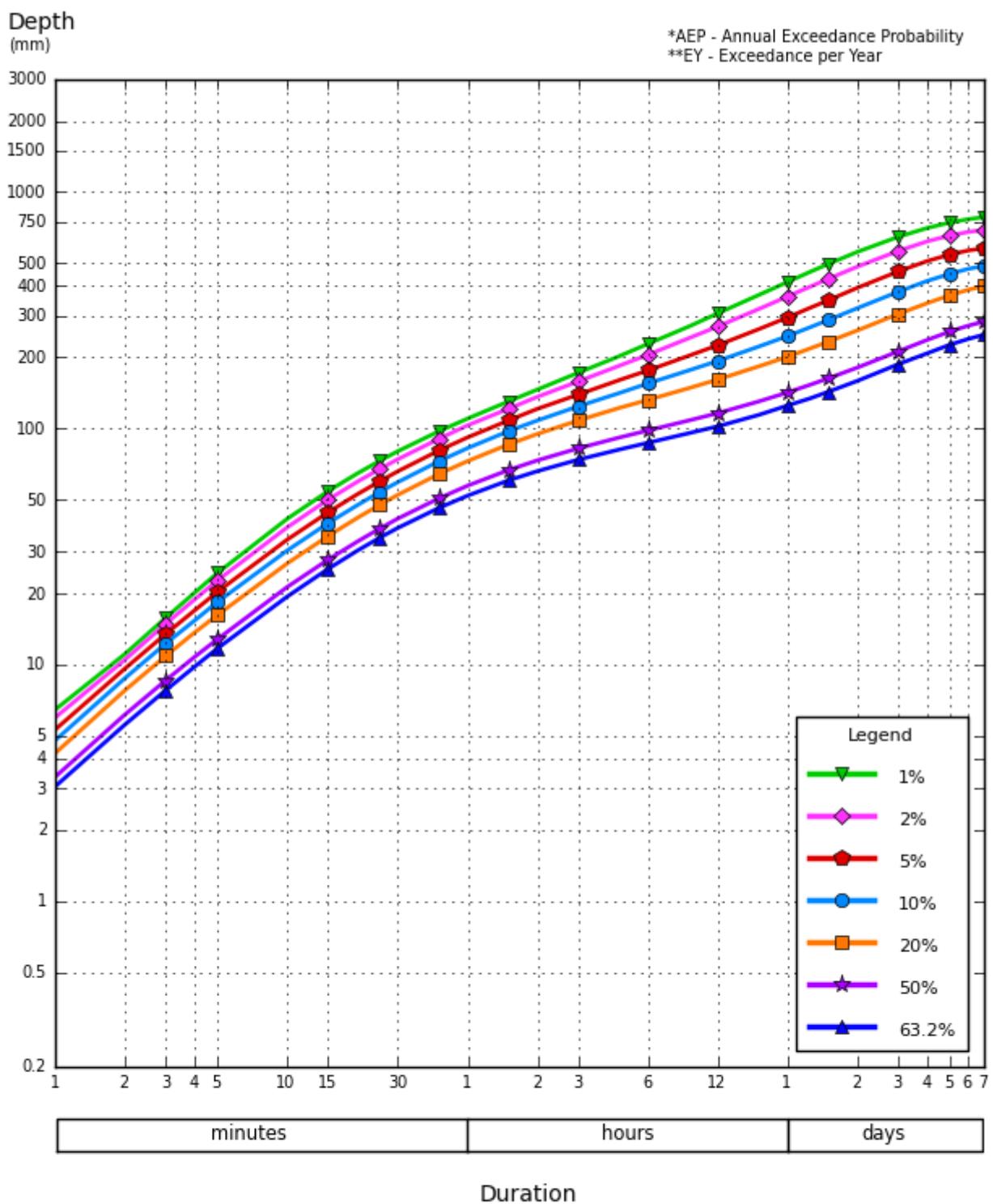
Longitude: 141.617 [Nearest grid cell: 141.6125 (E)]

IFD Design Rainfall Depth (mm)

Issued: 03 April 2019

Rainfall depth for Durations, Exceedance per Year (EY), and Annual Exceedance Probabilities (AEP).

[FAQ for New ARR probability terminology](#)



©Copyright Commonwealth of Australia 2016, Bureau of Meteorology (ABN 92 637 533 532)

This page was created at **9:26 on Wednesday 03 April 2019 (AEST)**

© [Copyright](#) Commonwealth of Australia 2019, Bureau of Meteorology (ABN 92 637 533 532) | [Disclaimer](#) | [Privacy](#) | [Accessibility](#)

RAFTS Catchment Parameters

Catchment ID	Total Area [ha]	Percentage Impervious [%]
A1	4.06	10
A10	6.89	10
A11	1.03	10
A12	2.35	10
A13	5.07	10
A14	2.01	10
A15	1.41	10
A16	0.68	10
A17	1.72	10
A18	2.21	10
A19	0.91	10
A2	0.54	10
A20	2.05	10
A21	4.54	10
A3	1.76	10
A5	0.59	10
A6	5.44	10
A7	1.40	10
A8	3.30	10
A9	2.32	10
B1	4.91	10
B10	5.81	10
B11	1.35	10
B12	3.08	10
B13	0.58	10
B17	8.60	30
B18	2.23	20
B19	1.16	30
B2	1.96	10
B20	1.23	20
B21	6.17	10
B22	2.20	10
B23	3.96	10
B24	3.07	10
B25	0.75	10
B26	2.07	10
B3	1.05	10
B4	3.54	10
B5	3.83	30
B6	0.24	30
B7	4.40	30
B8	1.47	40
B9	3.72	30
C1	7.48	10
C2	2.77	10
C3	5.62	10
D1	5.28	10
D2	3.90	10

Australian Rainfall & Runoff Data Hub - Results

Input Data

Longitude	141.617
Latitude	-14.903

Selected Regions

Storm Losses

Region Information

Data Category	Region
River Region	Mitchell-Coleman Rivers (Qld)
ARF Parameters	Northern Coastal
Temporal Patterns	Monsoonal North

Data

Storm Losses

Note: Burst Loss = Storm Loss - Preburst

Note: These losses are only for rural use and are NOT FOR USE in urban areas

id	9936.0
Storm Initial Losses (mm)	57.0
Storm Continuing Losses (mm/h)	5.3

Layer Info

Time Accessed 03 April 2019 10:24AM

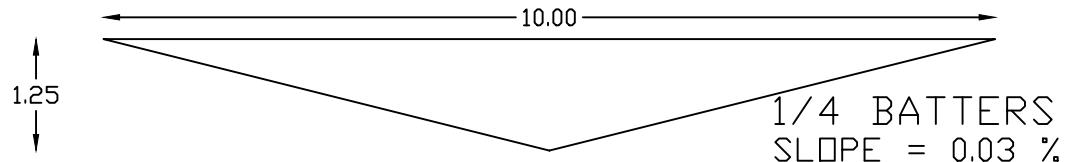
Version 2016_v1

APPENDIX B

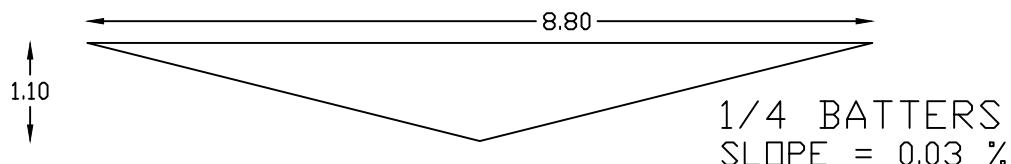
FLOW PATHS

ATTACHMENT 2 - FLOW PATH CROSS SECTIONS

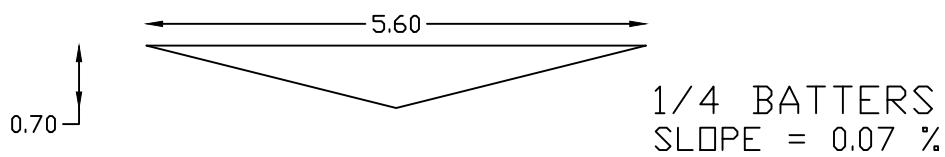
A10 FLOW PATH INDICATIVE CROSS SECTION



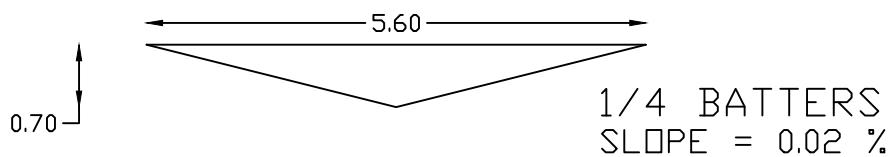
B18 FLOW PATH INDICATIVE CROSS SECTION



C3 FLOW PATH INDICATIVE CROSS SECTION



B21 FLOW PATH INDICATIVE CROSS SECTION

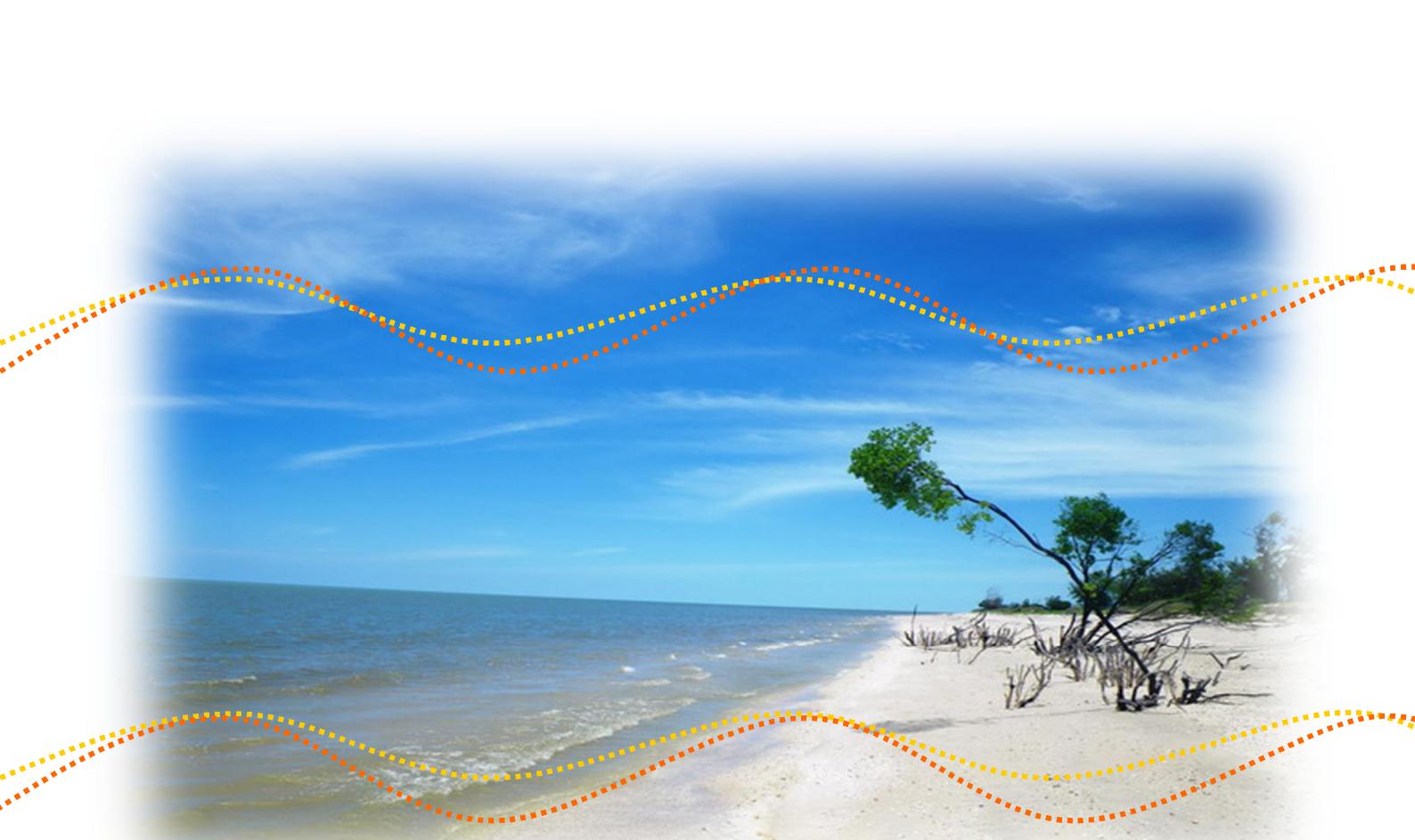




APPENDIX M

COMMUNITY PLAN 2011-2021

PREPARED BY PORMPURAAW ABORIGINAL SHIRE COUNCIL

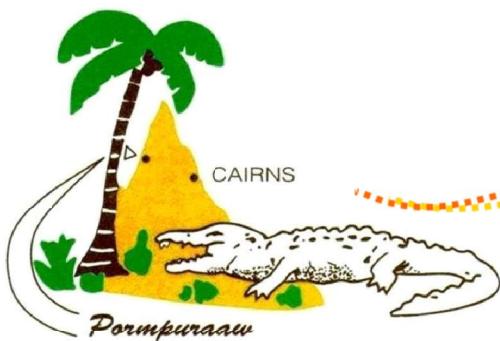


Pormpuraaw Aboriginal Shire Council

Community Plan 2011-

2021

Adopted <Adoption date>



An introduction from the CEO

It is my pleasure to provide an introduction to Council's Community Plan.

The plan was prepared in conjunction with the residents and service providers of Pormpuraaw through a range of community engagement activities including focus groups, agency and individual meetings and a community BBQ.

The community plan is more than attending to a statutory requirement; it is a living document that represents the community's aspirations for Pormpuraaw in the long term.

The plan will be reviewed every four years during the term of the current Council to keep abreast of legislative changes and to changing expectations of the community.

This will be done by the community engagement process followed in the lead up to the current plan's preparation and also through consultation with Council's staff and outside government departments who are tasked with meeting the changes to the Local Government environment.

Monitoring of the plan will be done through formal assessments by Council and the CEO of the progress made on the objectives through the Corporate and operational plans every year.

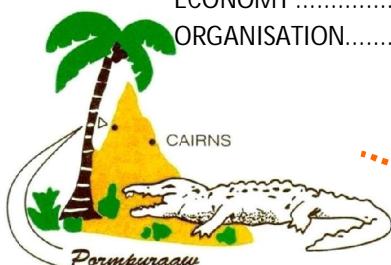
Council and myself encourage as many residents as possible, as well as the government and other external service providers who service Pormpuraaw, to read the plan. In this way we can all work together to achieve the outcomes laid out by our community.

Edward A Natera
Chief Executive Officer



Contents

An introduction from the CEO	2
Our vision	4
What we are trying to achieve	4
Our mission	4
Why we are here	4
Acknowledgements.....	5
Details of this plan	6
Preparation process.....	6
Revision process	7
Now and before.....	8
Pormpuraaw profile.....	8
Now and before.....	10
A snapshot of Pormpuraaw.....	10
Echoes from the future.....	12
Our vision and objectives.....	12
In our hearts.....	13
The Issues to be considered.....	13
The way we want to live.....	14
Community.....	14
WOMEN'S ISSUES	16
HEALTH AND AGED CARE	17
SPORT, CULTURAL AND ART PARTICIPATION	19
JUSTICE.....	20
Shaping our surroundings.....	22
Built environment.....	22
HOUSING.....	22
It begins with each of us.....	24
Natural environment	24
ENVIRONMENTAL MANAGEMENT.....	24
Creating our future.....	27
Economic development and business.....	27
TRAINING AND EMPLOYMENT	27
EDUCATION	29
Taking responsibility.....	31
Organisation	31
GOVERNANCE	31
ASSETS AND INFRASTRUCTURE	33
REVENUE RAISING.....	35
Moving forward.....	36
Action plan.....	36
COMMUNITY	36
BUILT ENVIRONMENT	40
ENVIRONMENTAL MANAGEMENT.....	42
ECONOMY	43
ORGANISATION.....	46



Our vision

What we are trying to achieve

A strong, engaged community creating a dynamic future.

Our mission

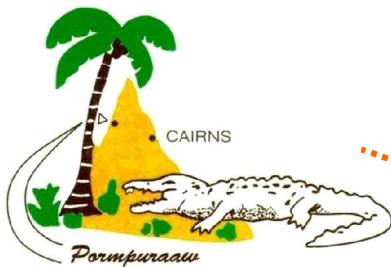
Why we are here

To meet the needs and aspirations of community members by delivering strong leadership together with strategic planning to construct new infrastructure that will deliver improved services and facilities.



Acknowledgements

The Pormpuraaw Aboriginal Shire Council would like to thank the Pormpuraaw community members and all other stakeholders for their contribution to this plan. Your input was highly valued in the development of the Pormpuraaw Long Term Community Plan. Thanks also to our consultants – Flanagan Consulting Group and Strategic Leisure Group for their assistance in drafting this plan.



Details of this plan

The Community plan summaries the expectations of how Pormpuraaw Local Government Area (LGA) should develop over the ten year period 1st July 2011 to 30th June 2021.

The Community Plan details the outcomes and the processes required to achieve the desired outcomes during this period and what Pormpuraaw will be like in 2021.

Preparation process

The Community Plan has been prepared in accordance with the requirements of the draft Local Government (Finance, Plans and Reporting) Regulation 2009. It is consistent with Council's adopted Engagement Policy.

The preparation process started with consultations with community stakeholders. Issues were identified by Council for community consultation. A series of public announcements were posted on Council's notice board in accordance with Pormpuraaw Aboriginal Shire Council's Community Engagement Policy.

Two of the workshops were held in August 2011, however due to changes in staff at Council a consultant was commissioned to finalise the plan. This resulted in some changes to the community consultation process. Consultants visited the community for one week holding meetings, meeting community members, conducting a community BBQ, meeting with service providers and Council staff and councillors. The workshops and meetings covered issues of women's issues, housing, health, justice, governance and environmental management.

The Community BBQ was held on 5 October 2011. This was attended by approximately 10 people, reflecting a very hot day, little time for advertising of the event and uncertainty of the project by Pormpuraaw residents. A number of service providers from with the community attended and it was a good opportunity to share a sandwich and listen to stories about the community in an informal setting. The issues raised at the BBQ and the proposals put forward are incorporated in this plan or handed onto relevant parties for further discussion or action (e.g. sport and recreation activities).

When the Draft Plan was publicly notified and members of the community invited to provide further input in writing or in discussion, to the Mayor, CEO or the consultant no submissions were received. Additionally, Council identified strategies required to implement the plan and the impact on its other long term plans.

The draft Plan was presented to Council for discussion in November 2011; then made available to the community for comment for 2 weeks in November 2011. Comments and amendments were incorporated in the Plan and Council adopted the Community Plan on <adoption date>.



Revision process

Any major review of the plan will only be done in consultation with the community and in accordance with Council's Community Engagement Policy. Minor reviews may be undertaken by Council without reference to the community.

This is a first generation document (no revisions to date). However, this does not mean that Council cannot prepare a new Community Plan to replace this one at any time by following the procedures in the Local Government Act.

The Council may prepare a new Community Plan to replace this one at any time by following the procedure in the Act.

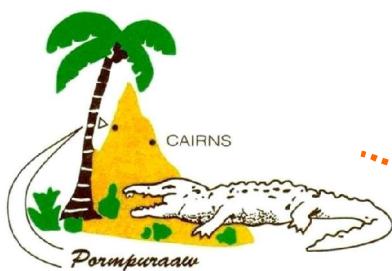
Figure 1: Natural orchids in Pormpuraaw



Figure 2: Sunset on Pormpuraaw Beach



(Photos sourced from Pormpuraaw Council website)



Now and before.... .

Pormpuraaw profile

Pormpuraaw is located on the west coast of Cape York, about 500km from the northern tip of Australia, approximately midway between Karumba and Weipa. The LGA is approximately 436,000ha, bordering Kowanyama to the South and Aurukun to the north. The township is situated between the Chapman River (2km to the south) and Mungkun Creek (6km to the north). The community supports 16 Outstations within the LGA.

The settlement at Pormpuraaw (52ha) (previously known as Edward River) was established in 1938 by the Church of England. In 1968 the Department of Community Services and Ethnic Affairs assumed responsibility for management of the settlement. In 1987 perpetual title to Reserve land previously set aside for Aboriginal use was handed over to Pormpuraaw Aboriginal Community Council under the Queensland Government's Deed of Grant of Land in Trust Legislation.

Figure 3 – Site plan of Pormpuraaw



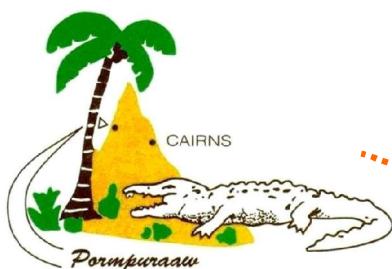
Pormpuraaw Township consists of two neighbourhoods known locally as Mungkan side and Thaayorre side. They are separated by schools, shops, administrative buildings and a number of 'staff' houses. The neighbourhoods originated with the mission settlement and reflect traditional linguistic and territorial affiliations. The majority of residents on Mungkan side (originate from) along, or north, of the Edward River. The Thaayorre side accommodates speakers of Thaayorre, Yir Yoront and other dialects that lie along, or south of, the Edward River.

The neighbourhoods of Pormpuraaw broadly reproduce the geographic distribution of clan estates. The administrative area which separates the two halves is the equivalent of the Edward River which broadly divides the Wik speaking clans from those to the south.

Figure 4 – Looking east to west across the town



(Photos sourced from Pormpuraaw Council website)



Now and before....

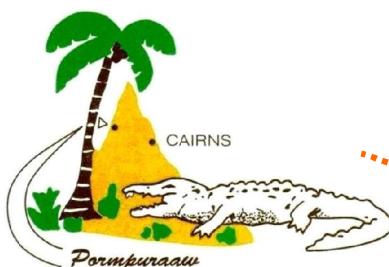
A snapshot of Pormpuraaw

The Queensland Regional Profile for the Pormpuraaw Shire, developed by the Office of Economic and Statistical Research, identifies a population of 698 people in Pormpuraaw as at 30 June 2010.

The Australian Bureau of Statistics 2006 census data identifies that 71.3% of the Pormpuraaw population are indigenous people.

Table 1: Data from the Office of Economic and Statistical Research, Queensland Regional Profile for Pormpuraaw, generated 1 September 2011.

Description	People	Description	People
Total Persons (2010)	698	Dwellings total (2006)	142
0-14	267	Businesses by Industry (2008-09)	
15-24	68	Agriculture, Forestry and Fishing	3
25-44	220	Construction	3
45-64	111	Accommodation and Food Services	1
65+	32	Administrative and Support Services	0
Indigenous population (2006)		Business by Employment Size (2008-09)	
Aboriginal	498	Small	6
Torres Strait Islander	11	Medium	0
Both	27	Large	0

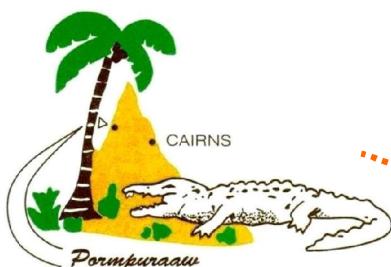


Pormpuraaw Aboriginal Shire Council

Description	People	Description	People
Family Composition (2006)		Internet Connection (2006)	
Couple family with no children	30	No internet connection	126
Couple family with children	56	Broadband	6
One-parent family	37	Dial-up	8
Employment by occupation (2006)		Level of Education (2006)	
Managers and Professionals	26	Did not go to school, or Year 8 or below	162
Technicians and Trades	31	Year 9 or 10 or equivalent	181
Community and Personal Services	40	Year 11 or 12 or equivalent	85
Clerical and Administration	17	Certificate	48
Sales	10	Advanced diploma or diploma	13
Machinery operators and drivers	13	Bachelor degree or higher	9
Labourers	113		

Table 2: Pormpuraaw population projections . Data from the Office of Economic and Statistical Research, Queensland Regional Profile for Pormpuraaw, generated 1 September 2011.

Year	2011	2016	2021
Population	691	737	778
Average annual growth rate	1.6%		
Current number of houses	142		
Proposed New houses	40		



Echoes from the future... .

Our vision and objectives

In 2021, Pormpuraaw will be characterised by:

- A **population** of about 800 residents
- Preserving and strengthening traditional **values and cultures**
- Respect and care for the **environment and country**
- A focus on continuing **education** for young and old
- Maintaining adequate **social support** networks and services
- Nurturing a **harmonious community** environment
- A community rid of harmful **social temptations**
- Fostering the existence of a **healthy, thriving and supportive** community
- A viable and **productive** place
- A community that **appreciates and rewards** contribution
- Higher levels of **training, employment and business opportunities** for individuals and families
- Approximately 210 good quality, well maintained, **houses** and surrounds, with responsible tenancies
- A **caring community**, particularly caring for the elderly and young people



In our hearts... .

The Issues to be considered

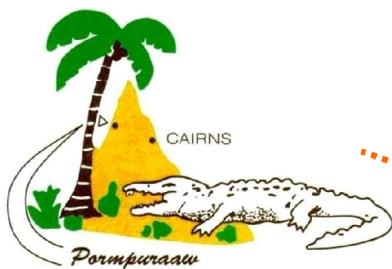
Issues considered are as headed below. They are the ones considered most important by Council and the community and have a material impact and effect upon Council and its operations.

The issues cover the major matters of concern to the community and matters impacting particularly on Council's operations. Not all issues are Council's responsibility, some are governed by State and Commonwealth programs and some will be achieved directly by actions of the community.

Figure 5 – Generations together: Celia Peter finishes the lid for her Ghost Net basket



(Photo provided by Pormpuraaw Arts, Culture and Language Centre)



The way we want to live.....

Community

Community is about Pormpuraaw working on shared beliefs, values, customs, behaviours, diversity and social infrastructure. There is a strong desire to turn Pormpuraaw into a strong and supportive town with cultural, sporting, art and craft activities for all to participate in regularly. Consultation identified that the community as a whole should work together to develop and maintain a strong community spirit.

While there are two traditional and distinct clan groups in Pormpuraaw they live and work together strongly for the good of the whole. Health care and aged care need to be addressed and existing facilities upgraded to cope with increased ageing of the population and population growth.

"All community members should play a role."

Figure 6 – Welcome sign at Pormpuraaw Airport

(Photo provided by Pormpuraaw Arts and Cultural Centre)



MEN'S ISSUES

Pormpuraaw is a patriarchal society where men's influence prevails. Wellbeing, security, education, employment and training and activities for the male population are ongoing matters to be addressed. Due to a number of factors over recent generations, low educational standards, high unemployment and a lack of activities in the area has resulted in an increase in men with lots of time on their hands and social issues related to alcohol and gambling. While these issues do not only apply to men in the community, they have significant effect on how they relate to their families and each other and role models they provide.

DESIRED OUTCOMES

- Men gainfully engaged in activities that add value to themselves, their families and the community.
- Men across the community are good role models for children and youth through good examples of empowering themselves and others.
- Problematic issues are identified and rectified within the community with minimal disruption to daily life.
- Families lead healthier lifestyles, address debilitating addictions with a stronger sense of purpose and are self-regulating.
- Cultural knowledge and traditional practices are nurtured within the clan groups and actively passed onto the current and next generations.

1. Increase education, training, employment and/or activities for men to participate in.
2. Continue support for the hard work being expended in assisting men and their families to participate in a variety of programs across the community.
3. Ongoing work, support and advocating for programs of education, training and rehabilitation to eradicate problems of gambling, drinking, drugs and associated domestic issues
4. Planning and implementation of sports, arts and cultural activities specifically for men



WOMEN'S ISSUES

The female population have an important role to play in the community. Females in their middle years are grandmothers and are a source of family bonding. The extended family structure means that more often than not young teenage mothers have a support network within the family. The elderly are a rich source of customary knowledge and role example. Younger girls in and approaching their teenage years are susceptible to teenage pregnancies which may be preventable with more guidance and support from role models such as close family members.

"I feel my children need strong people around them to encourage them, to know they can achieve anything when they put their mind to things."

The last census in 2006 identified 289 females in the community. 10% between 1-4 years, 31% 5-24 years, 55% 25-64 years and 3% over 65 years.

- To be self-sufficient in support services
- To lead healthier lifestyles
- To be free of addictions
- To retain cultural knowledge

STEPS TO ACHIEVE THIS

1. Increase infrastructure to accommodate support workers
2. Increase housing for families
3. Retail outlets to increase range of nutritional food
4. Increase the availability of sporting and recreational activities
5. Program of education and rehabilitation to eradicate problems of gambling, drinking, drugs and petrol sniffing
6. Art Centre and school to lead programs of cultural heritage history and preservation
7. More cultural public activities, e.g. dancing, cultural displays, language and locally produced films, arts and crafts.



HEALTH AND AGED CARE

The community is serviced by a health clinic (administered by Queensland Health in Weipa). It is open 5 days per week and on weekends for emergencies. The Royal Flying Doctor Service (RFDS) provides doctors and trained nurses during the week supported by local health care staff. Emergency cases use the RFDS fly in/fly out service on a regular basis. Specialists like dentists, optometrists and nutritionists visit regularly. There is no maternity facility in Pormpuraaw and expectant mothers travel to Cairns for pre-natal care and for the birth. Health services are provided by Queensland Health and Apunipima Cape York Health Council.

As with other indigenous communities the standard of health in Pormpuraaw is well below that of mainstream communities. There is widespread diabetes and alcohol related issues. Domestic violence, sly grog, petrol sniffing have been issues in the community over a number of years with differing opinions about whether these are reducing or not.

There is little physical exercise taken. The climate may be one factor, however there exists no overall leadership or coordination of activities occurring in the town. Small groups or individuals are trying to improve this however without ongoing, consistent delivery from PCYC, Council and local groups like Pormpur Paanth, the Pormpuraaw United Brothers Sport Club, the two local stores - in partnership - these activities will not endure. Education and awareness of health outcomes could undoubtedly be improved with living skills needed by many in order to provide better role models for healthy living.

Consultation highlighted that the availability of a good range of reasonably priced food in the local supermarket is also a limiting factor to improving healthy lifestyles in the community. Alcohol, gambling and drug related behaviour problems are also an issue.

Council provides services to the aged and infirmed through its Homestead and Community Care Program funded by the State and Federal Government. Pastoral care, meals on wheels and wellbeing services are also provided to approximately 90 clients. A live in aged care facility is not yet available.



- There is a trend towards better health in the community evidenced by improved services and health statistics and increased level of participation in the community.
- Health services are maintained and improved through more regular visitation from a variety of service providers or the provision on permanent services in the community.
- Aged persons in the community are provided a good standard of care with a residential care facility planned and built.
- There are adequate and available support services for staff and service providers in the community to ensure that moving to Pormpuraaw is viable and workable for individuals and families.

STEPS TO ACHIEVE THIS

1. Council to continue to lobby Qld Health for improved services.
2. Establish a broad community approach to the provision of sport, cultural and art activities for the community, including staff of agencies that work a variety of hours.
3. Improvement to services through the following:
 - Increase the amount of staff housing in Pormpuraaw to assist in attracting staff to the health care system, including housing suitable for families.
 - Provide full day child care facilities (currently only half days and only on weekdays).
 - Increase in doctor and dental visits complemented by a wider range of specialist services.
 - Better HACC services and an aged care facility.
4. Improvements to health are achieved through:
 - Programs promoting active and healthy lifestyles.
 - Active sports and recreation participation.
5. Adopt and Implement the Sport and Recreation Plan currently being prepared.
6. Investigate the feasibility of a community swimming pool and kids play (wet) area.



SPORT, CULTURAL AND ART PARTICIPATION

Consultation within the community revealed that Pormpuraaw contains sport, cultural and arts facilities, however for a variety of reasons these are very underutilised by the community. The main issue appears to be the lack of leadership and support for formal positions within the community to coordinate a sport and recreation program in a consistent, well resourced, supported way. Agencies involved in the provision of activities include Council, PCYC, Pormpur Paanth, the Pormpuraaw United Brothers Sports Club and the school. Staffing issues, the level of skills and experience, resources, agency support and community apathy have all played a part in the current situation.

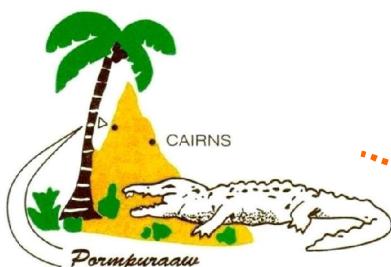
Pormpuraaw has a large multi-sport indoor stadium, a school football ground and covered basketball stadium, a couple of undeveloped parks and Central Park. Issues exist with each of these, however there is the opportunity to plan for active and passive activities in the Sport and Recreation Plan currently being prepared.

DESIRED OUTCOME

- A coordinated sport and recreation service based on strong partnerships and cooperation across the community.
- Investment in skills, facilities and spaces and programs that are required to deliver meaningful sport and recreation opportunities to all sections of the community.
- Pormpuraaw will become an active and healthy community with widespread community involvement in sport and recreation.

STEPS TO ACHIEVE THIS

1. Adopt and implement the Sport and Recreation Plan currently being prepared to activate the community and recognise this area for its broader benefits in health and wellbeing.
2. Develop a Sport and Recreation Policy for Council, clearly stating Council's role in sport and recreation and how this fits in with other roles in the community.
3. Identification of partnerships within and external to the community needed to deliver sport, recreation, art and cultural activities for the community.
4. Invest in current and future infrastructure, resources, parks and reserves.
5. Investigation of possible locations and/or redevelopment of the Art, Culture and Language Centre to create a large, improved facility to include workshop areas, gallery, film production and historic record keeping.



JUSTICE

Pormpuraaw has a Justice Centre where mediation, counselling and sentencing takes place. The Pormpuraaw Community Justice Group's role is to monitor the treatment of offenders, make recommendations to the court about appropriate sentencing, and to encourage measures to reduce crime in the community. Magistrates' visit each month to hear cases submitted by the Local Police.

"Let's walk together side by side to achieve what is best for our community."

The community reaches out to troubled individuals through the Pormpuraaw Justice Group. Troubled youths involved in misdemeanours are mentored to find a pathway in keeping them out of the criminal justice system. Substance and alcohol abuse are most common and efforts are underway to deal with this problem.

The Council is concerned about the level of crime (mainly drug and alcohol fuelled) in the community, particularly where it impacts Council property.

Alcohol control in the community is by the imposition of an Alcohol Management Plan. Pormpuraaw has an incorporated club (Pormpuraaw United Brothers Sport Club) where strict admittance and a ticketing system operate to moderate the intake of alcohol. No 'take-aways' are permitted and only mid strength drinks are sold. Sly grog (bought in from outside the community) still occurs however the opening of the club has decreased this.

Alcohol is known to increase the amount of crime (particularly domestic violence and alcohol related admittance to the health centre) and also increases health risks and creates dependency. It also impacts on employability and the functioning of family units. The existence of the club has seen less drinking at home, less parties and a more settled home life for many children due to adequate sleep.

The consumption of excessive quantities of alcohol and drugs may, in part, result from the limited opportunities for legitimate entertainment in the community. This particularly affects young people.



- Alcohol consumption, dependency is reduced.
- Level of alcohol related crime is reduced, particularly relating to domestic violence and family related matters.
- The Justice Group plays a stronger role in resolving local domestic disputes.
- Diversionary activities are implemented to give residents alternatives and options (e.g. educational opportunities, entertainment, sport, community based counselling, etc.).
- Youth are mentored against anti-social behaviour and role models show them good community values.

STEPS TO ACHIEVE THIS

1. Adopt and implement the Sport and Recreation Plan to address the lack of sport, cultural and arts activities in the Community.
2. Implement the recommendations of the Sport and Recreation Plan over the life of the Plan, including activities for all segments of the community – men, women, youth, aged.
3. Regular meetings of Justice Group and community leaders to discuss and implement ways for the community to be more self-regulating and resilient to anti-social behaviour.
4. Introduce a program of educating parents so they can be role models for their children and behave accordingly.
5. Adopt appropriate Local Laws.



Shaping our surroundings... .

Built environment

To plan for the future development of the Community in ways which actively value the culture and the character of our community and provide access for all.

HOUSING

Pormpuraaw is characterised by flat topography, sandy soils, significant flood prone areas surrounding the community and the two clan group neighbourhoods in the township, the central Park area in the middle and sites of cultural and/or heritage significance which require identification at any proposed development site;

Overcrowding in social housing is prevalent in Pormpuraaw. Council is taking steps to address this with 'plug-ins' (portable accommodation units comprising on bedroom, lounge room and bathroom) having already been placed at the rear of existing premises to accommodate family members. New housing lots in non-flood prone areas and new roads to service 37 new lots have been identified. Funding is coming from the Department of Communities (Program Office). It is planned that 10 new dwellings will be constructed per year to ease demand with four of those being built in 2011/2012. The community will have input into the style, building type, layout and the specification of all new social housing. All new social housing will be offered on a 40 year lease.

Currently the State Government pays for the construction and maintenance of the houses which are managed by Council. They are introducing a new process for managing the houses. This appears to result in the community having a reduced say in the management and allocation of the houses, a significant increase in rents, and a reduced size of the housing made available. The proposed system may not recognise traditional family land occupation and other traditional rights. The proposed State Government allocation method aims to be more structured and transparent.



Figure 7 – One example of new Housing in Pormpuraaw



DESIRED OUTCOMES

- Enough houses should be provided to house the anticipated population of 800 without overcrowding.
- Provision of suitable housing for families with adequate amenities to allow them to live in peace and harmony with each other and to contribute to the social cohesion of the local community.
- Families are given an opportunity through the 40 year lease program to have control and security over their accommodation, to take responsibility for their standard of living and aspirations.
- The town is kept clean and tidy, both public and private lands.
- The needs of families should be recognised in determining house size and allocation.

STEPS TO ACHIEVE THIS

1. The Social Housing Program is to provide 40 new dwellings in Pormpuraaw over the next 10 years, commencing 2011/2012.
2. The houses are provided as an absolute priority to existing community members (including people with a historic association with the community and relatives of existing members).
3. The specific needs of families are recognised in determining house size and allocation. A mix of houses, duplexes, flats, multi-bedroom homes and single bedroom 'plug-in' types of dwelling units for grandparents, singles or couples.
4. Family requirements are to be identified and lease documents prepared in conjunction with the building schedule.
5. The new Planning Scheme is to provide for required new housing and associated infrastructure.



It begins with each of us....

Natural environment

To ensure that the natural environment is protected in a way that it is not compromised for future generations and that it is managed so as to minimise our impacts on non-renewable resources.

ENVIRONMENTAL MANAGEMENT

Pormpuraaw has a dedicated Land and Sea Management operation (PL&SM), re-established in May 2006 after a period of dormancy. This and Pormpuraaw's Traditional Owner Ranger program is a community priority. Major areas of focus are fire management, declared weeds and feral animals, including crocodile management, fisheries management, important plants and animals (biodiversity) including rare and endangered birds, protection of cultural sites and delivery of cultural knowledge, marine debris removal, tourism and visitor management, ranger training. The overall aim is to maintain or improve the sustainability of the natural environment (in relation to activities that constitute community life within changing settlement patterns, natural resources and the landscape, infrastructure and services).

Pormpuraaw includes a significant area which is in its original natural state. This environment needs to be carefully managed by the Council, Pormpuraaw Land & Sea Management (PL & SM), traditional owners and the wider community working in partnership to avoid its destruction by a range of threats including pests and weeds, feral animals, tourist activity, natural disasters, industrial and commercial activities. In 2010 the *"Ngamp inth Wanthur Yumpnhan"* Cultural & Natural Resource Management 2010-2015 was prepared and adopted. It clearly sets out a package of objectives, strategies and actions that are actively being pursued by Rangers and community.

In Pormpuraaw township there are also issues with the cleanliness and tidiness of the town and animals wandering the streets. Consultation revealed on ongoing need to monitor the health of some dogs in town with a number of people seeking a community solution to this problem. Visitor management in relation to shooting and hunting of pastoral animals is also a current concern.



- PL & SM Ranger service and Traditional Owner Ranger program is continuing to be funded and expanded to enable implementation of the Cultural & Natural Resource Management Plan 2010 – 2015; a young rangers programs and getting women involved in bushland management with their knowledge is invaluable.
- The actions of the Natural Resource Management Plan are implemented and the plan is reviewed in 2015.
- Appropriate Local Laws adopted, implemented and regularly reviewed by Council to ensure they remain appropriate and relevant over time.
- The community actively participate in activities related to protecting their environment, improving the healthiness of the town and surrounds.
- The community takes responsibility for the health and wellbeing of their domestic pets.

STEPS TO ACHIEVE THIS

1. Continue to seek and manage funding for environment.
2. Implement and maintain the Natural Resource Management Plan.
3. Conduct survey of Pormpuraaw residents to ascertain community views on appropriate control measures for feral animals.
4. Introduce relevant local laws.
5. Consider methods of controlling horses and dogs in town.
6. Consider short and longer term methods of improving the health of dogs in the community.
7. Education program to achieve tidiness and cleanliness of the town, both public and private lands.
8. Work with stakeholders on Land and Sea issues.
9. Review current visitor management.



Figure 8 – Pormpuraaw natural environment

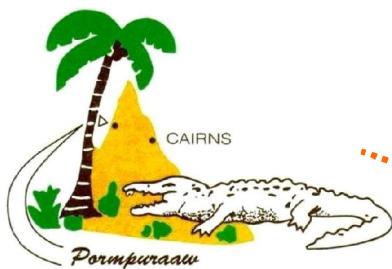


(Photos sourced from Pormpuraaw Council website)

Figure 9 – Crocodiles at Edward River Croc Farm



(Photos sourced from Pormpuraaw Council website)



Creating our future.... .

Economic development and business

To facilitate a local economy that focuses on Pormpuraaw's capacity to generate employment and wealth for social and personal wellbeing.

TRAINING AND EMPLOYMENT

The community depends on an inflow of funds from outside. In part this arises from grants made to the Council or to other community bodies and in part from Centrelink and CDEP payments made to residents. If businesses that generate income from outside the community can be established and developed they will improve the community economy and enable additional services to be made available. They will also provide employment for members of the community and may directly make additional facilities available.

The community wishes to maintain its cultural identity and to avoid the negative impact some businesses could have. Business development which is sympathetic to the culture and environment is therefore preferred.

The Pormpuraaw community identified the need for improved education at all levels, development of local businesses and an increased number of long term employment opportunities.

- New businesses are established and/or developed in Pormpuraaw which generate a substantial inflow of funds to the community.
- Training and employment opportunities for residents are increased.
- New enterprises do not detract from the lifestyle or impact adversely on the environment.
- Proposed possible businesses include: laundromat, DVD store, Indigenous fishing tours, bird watching, crocodile tours, expanded art, culture and language centre, food production, lease contractors' dongas and commercial accommodation.



1. Meet with potential business owners and/or operators in the community to discuss how to make some options happen in partnership.
2. Develop concepts, locations and business plans for suitable new businesses.
3. Develop or encourage businesses under Council control or with appropriate people.
4. Develop eco-tourism options.
5. Monitor the impact of current and proposed mining operations in the region and how these may advantage the community in the longer term.

Figure 10 – Indigenous Rangers working with Land and Sea Management carrying out fencing activities



(Photo sourced from Pormpuraaw Council)



EDUCATION

The Pormpuraaw State School has grades from prep to year seven. High school grades are provided by way of boarding schools in Herberton, Townsville and Ingham. Some teenagers are slipping through the education system where they expelled from one boarding school and not able to enrol into another as their fees are not transferable. Returning to the community these youths are not attaining basic numeracy and literacy levels thereby significantly reducing their ability to undertake training and employment for mainstream jobs. Additional support is needed to enable some children to maintain the pace of school and the culture of living away from home together with expanded locally-based education and training for those returning to the community.

Computer skills across the community are often poor limiting residents capacity to interact with the global world and use this facility to expand their world, skills and learning at all ages. There is a distinct fear of computers and technology due to little exposure and understanding of them. State Libraries and Jobfind, through the Community Development Employment Projects (CDEP) program are conducting programs and training to address this, however attendance rates are generally low.

Adult training and education is provided to some degree through the CDEP program. Consultation revealed training programs targeted at rural activities, literacy, horticulture (community garden, bush tucker, fencing, construction, landscaping) are currently being provided.

Child care is currently provided through the services of Pormpur Paanth. However this is not a full day service, operating only in the mornings, Monday to Friday. Child care for service provider staff (e.g. health care and those working full time) is very difficult and consultation revealed this is a major deterrent to taking up employment in the town. Additional provision for the care and schooling of pre-school children is also needed to ensure they achieve learning readiness for school and to enable the parents to take up employment opportunities.

Cultural and traditional learning in the community was being addressed through the school with elders and parents of students participating in programs with teachers and the younger children. This needs to continue in Pormpuraaw and may be available through work on language DVD's currently being undertaken.

Education in traditional hunting and gathering should also be encouraged through holiday camps and activities for the community, not only the children but for younger adults. The opportunity for such learning is being developed through the bush garden project and the Pormpuraaw Art, Culture and language Centre.



- Education and learning are valued by the community for the benefits they provide for current and future generations of Pormpuraaw.
- Education is not seen as a threat to the older generation as younger people want to know more about life outside of Pormpuraaw.
- Establish an Early Learning Centre for pre-school aged children.
- For school aged children: make tutoring available, higher participation rates in high school and higher take-up available bursaries.
- For adults: higher basic numeracy/literacy, community based activities that involve learning like arts and crafts, cooking of food from the community garden and fresh food from the store and improved parenting skills.

1. Build and open early learning centre.
2. Men's and Women's groups and P&C to advocate and coordinate improvements.
3. TAFE to establish appropriate adult training courses.
4. Promote available bursary opportunities for children.
5. Create a larger arts, culture and language centre for the community where more residents can learn and express their artistic skills, display and sell items to locals and visitors.

Figure 11 – Community Bush Garden – CDEP program – involving residents in various training programs, school children and living skills education for locals



Taking responsibility...

Organisation

To strengthen the capacity of Council and its people to serve and contribute to the needs of the community, and to pursue positive outcomes in partnership with community, business and government bodies.

“Leaders and the community should come together, get things sorted and make things happen as it is the next generation we should be thinking about.”

GOVERNANCE

Council is working to improve its capacity to deliver accountable, effective, efficient and sustainable services to the community. Consultation identified that the key issues in Governance are communication, partnerships and empowerment of the community as a whole and vice versa. A lack of funding, reducing debt and a lack of qualified staff to adequately resource the Council are ongoing issues to be resolved by Council over the life of this plan.

The Council is the elected body that is responsible for the good rule and government of the Pormpuraaw Local Government Area (LGA). There are five Councillors and the Mayor, elected in 2008. The next election is March 2012. As well as the individual rights of members of the community, the traditional owners of the land covered by the LGA also have an interest. These groups work together to ensure the area is properly governed and managed and to provide an appropriate and sustainable environment for the community.

The community of Pormpuraaw is a community with a small population; there is a lack of employment opportunity, high unemployment level and low incomes. The Council, in exercising the government of the area has to take into account the special needs and cultural issues affecting the community. It also needs to obtain appropriate funding from outside the community as the community itself is not able to provide for all its needs.

Community buy-in is essential to creating the partnerships that will benefit Pormpuraaw in the long term. Community meetings comprising Council, service providers and the community will be an avenue to work together for everyone's mutual benefit.



- Strengthening the capacity of Council and its people to serve and contribute to the needs of the community by being:
 - Proactive in achieving benefits for and on behalf of the community.
 - Open, accountable and consultative with all family groups, other residents and service providers.
 - Financially and practically sustainable.
 - A strong advocate for the community in pursuing opportunities for partnerships and funding to benefit the community.

STEPS TO ACHIEVE THIS

1. Recruit new staff to vacant Council positions, especially management level staff.
2. Regular meetings in the community to table matters and work towards cooperative solutions.
3. Investigate and implement methods of engaging with the residents of the community to build their capacity to participate in community life for their own benefit.
4. Regular newsletter to the community.
5. Effectively plan and monitor performance.
6. Develop and meet financial targets.
7. Implement and review our local laws to ensure they are effective and relevant for the community.



Figure 12 – Pormpuraaw Council Building near Central Park



ASSETS AND INFRASTRUCTURE

Assets and Infrastructure includes the physical infrastructure provided by Council such as roads, stormwater drainage, waste sites, recreation facilities, buildings (including but limited to Administration building, Works Depot, Community Hall, Post Office, Library, staff houses, Guest houses, BRACS, SES), parks and various community facilities throughout the community. Consultation identified that the priority areas are around housing, roads, security, system and facility upgrades, sport and recreation facilities (from playgrounds to organised sport facilities). Resourcing of service provision, skills of staff and a review of operations is needed to improve the local community's ability to maintain and upgrade its own assets and infrastructure.

Council has a suite of statutory reporting and monitoring documents that it is required to prepare and these documents are subject to audit. These include: Council's Annual Operation Plan, Long term Financial Plan, Community Plan and Annual Financial Statements.

- Adoption of an Asset Management Strategy which provides a complete picture of Council's and the community's assets.
- Good financial planning for the community which incorporates the costs of assets over their lifetime, current and future.
- An increase in the amount of staff housing available in the community in order to attract staff to Council and various service providers, taking into account the specific needs of those staff.
- Improved security of Council Works Depot and materials to reduce costs associated with criminal activities and loss of equipment.
- The town is well serviced with reliable and sufficient infrastructure to cater for its needs in wet and dry seasons.



1. Adopt and implement the Pormpuraaw Planning Scheme, currently being prepared.
2. Undertake and Skills Audit of Council operations to prepare a plan for future training and employment of staff.
3. Paving of the remainder of the township streets.
4. Seek grant funding from State government for any necessary upgrade and provision of infrastructure systems in the town.
5. Upgrade and extend the rubbish tip.

Figure 13 – Paved roads within Pormpuraaw township



REVENUE RAISING

Council is inevitably financially constrained. It is not able to raise rates due to the nature of land tenure. The rents charged to the tenants are very low, and payment is unreliable.

The main income of the Council is State and Federal Government Grants. These tend to be for capital works or specific projects and some need matching contributions from Council. Before accepting a grant Council has to assess the real lifetime cost of the grant-aided project including operating cost and asset maintenance and replacement.

Planning for grant income is problematic. Most grants are only available for a very limited period and can be withdrawn very suddenly. Council can only identify its needs, anticipate sufficient grant income to meet the needs, and hope that government will provide a grant to enable it to carry out the necessary work.

The cost of administering grants and grant aided projects is significant and Council is endeavouring to identify these costs and ensure they are factored into grant applications and acquittals.

- Council has enough revenue to provide the desired services.

1. Prepare Council Financial Plan and budget based on Community and Corporate Plans.
2. Increase effectiveness in obtaining grants.
3. Increase effectiveness in collecting rents and other revenue.
4. Look for other revenue sources as government programs change over time.



Moving forward...

Action plan

COMMUNITY

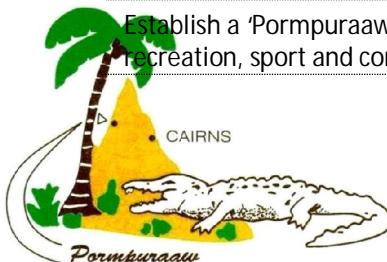
Actions	Measurement	Leader	Potential Partners
Council employ a Community Development Officer	Employment of officer in 2012 Rollout of various services and actions of community plan	• Council	• Department of Communities
Employment of Sport and Recreation Coordinator(s) in the community	Officer employed in 2012 Implementation of Sport and Recreation Plan Actions	• Council • PCYC	• Pormpur Paanth • Pormpuraaw United Brothers Sports Club • Police
Council actively implement adopted Engagement Policy	Number of community meetings held, inviting all community members to attend Number of newsletters issued, BRACS media and interviews	• Council	
Completion of Planning Scheme for LGA	Adoption of plan by end of 2012	• Council	• Dept of Communities (Program Office) • DLGP



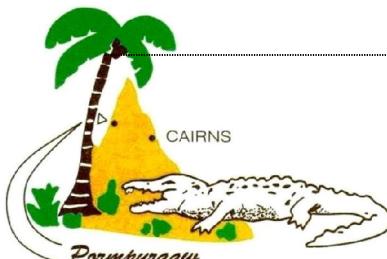
Community Plan 2011-2021

December 2011

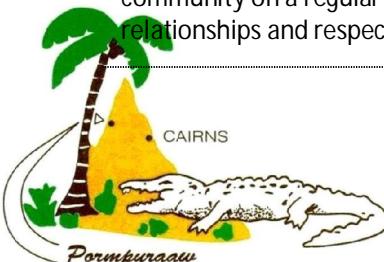
Actions	Measurement	Leader	Potential Partners
Implement adopted Sport and Recreation Plan	Adopt Plan by end of 2011 Number of community events and activities run each year Annual report on S & R Action Plan	• Council	• Pormpur Paanth • Arts, Culture and Language Centre • PCYC
Prepare a Council Training, Education, Employment Plan and a Community Health and Wellbeing Plan	Preparation of Plans in 2012 Report on number of actions undertaken each year by Council	• Council	• Land and Sea Management • Pormpur Paanth • PCYC • Queensland Health • CDEP • Centrelink • Justice Group • Rehabilitation Centre • RFDS • Community and Anglican Stores • Community members
Council coordinate regular community meetings to discuss and seek solutions on community matters	Number of meetings held and actions undertaken	• Council	• Service Providers • Community Members
Establish a 'Pormpuraaw Lifestyle Committee' representing key recreation, sport and community stakeholders to plan a	Committee established in 2012	• Council	• CDEP



Actions	Measurement	Leader	Potential Partners
coordinated program of recreation, sport, lifestyle and wellbeing programs for Pormpuraaw.	Number of meetings held Number of actions undertaken or commenced		• Queensland Government
Create a meeting place for individuals and families that is not related to alcohol e.g. Central Park	Ongoing upgrade of Central Park area Removal of vehicular traffic from park Number of community events held in the park per year	• Council	• PCYC • Pormpur Paanth • Arts, Culture and Language Centre • Pormpuraaw United Brothers Sports Club
Continue to support PL&SM in implementation of Cultural and Natural Resource Management Plan, as amended from time to time	Report on visitors to area, programs undertaken	• Council	• PL & SM • CDEP
Attract, retain and support volunteers from the community in community based services and programs	Community Development Officer report on number of volunteers per year per program	• Council	• Community members • Anglican Church
Formulate and implement Aged and Disability Care Plan	Number of clients in program Number of actions undertaken or commenced per year	• Council	• Queensland Health • RFDS
Resolution of permanent location for Community Garden and expansion of its training and empowerment program for the broader community	Identification of permanent location by March 2012 Garden relocated by June 2012	• CDEP • Council	• DET • Dept of Health • Community members



Actions	Measurement	Leader	Potential Partners
	Expanded program by end of 2012		<ul style="list-style-type: none"> • Community and Anglican Stores
Increase child care/early childhood services in town – longer hours, licensing and availability	<p>Centre licensed by end of 2012</p> <p>Expanded operating hours and associated staffing and resources by end of 2012</p>	<ul style="list-style-type: none"> • Pormpur Paanth 	
Council facilitate discussions between school, elders and parents to encourage culturally appropriate content into the school curriculum and other community activities	<p>Community Development Officer conduct meetings throughout 2012</p> <p>Number of school visits and sessions by elders of the community</p> <p>Number of parents participating in school activities</p>	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • School • Elders • DET • Parents
Investigate options to increase high school attendance (out of community) or provide alternative training to expelled youths	<p>Number of community meetings held in 2012 to discuss issue</p> <p>Report on actions undertaken to address issues ongoing</p>	<ul style="list-style-type: none"> • School 	<ul style="list-style-type: none"> • DET • Parents
Increase flexible learning opportunities for young mothers.	Report on opportunities created per year	<ul style="list-style-type: none"> • DET • School 	<ul style="list-style-type: none"> • Cape York Super Sisters
Conduct parenting and living skills programs for anyone in the community on a regular basis in areas such as cooking, life skills, relationships and respect.	<p>Number of programs run per year</p> <p>Report on success of programs</p>	<ul style="list-style-type: none"> • DET • Dept of Health 	<ul style="list-style-type: none"> • Cape York Super Sisters • Pormpur Paanth (PACC) - Roworr

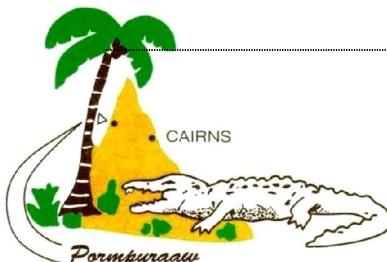


Pormpuraaw Aboriginal Shire Council

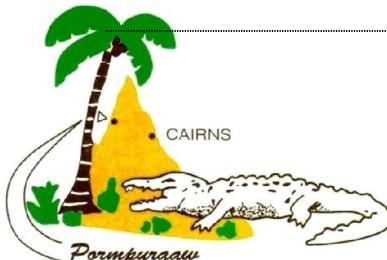
Actions	Measurement	Leader	Potential Partners
Advocate, support and operate the Community Justice Rehabilitation Centre and Program (Roworr)	<p>Number of clients through Program per year</p> <p>Amount of capital works funding and recurrent program funding provided per year</p>	<ul style="list-style-type: none"> • Pormpur Paanth (PACC) 	<ul style="list-style-type: none"> • Justice Group • Dept of Health • Queensland Health • CDEP

BUILT ENVIRONMENT

Actions	Measurement	Leader	Potential Partners
Manage and maintain assets in appropriate and efficient manner	<p>Number of breakdowns of equipment per year</p> <p>Budget expended on maintain of assets</p> <p>Report on improvements in operations across Council</p>	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Lessees • Queensland Government
Provide responsive service delivery to community (eg garbage collection, water, aged care, sport and recreation)	<p>Number of complaints registered with Council per year</p> <p>Report on responses to complaints</p>	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Service Providers
Increase staff housing for Council and service providers to attract employees to the community	Amount of staff accommodation that is provided across the community per year	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Service Providers



Actions	Measurement	Leader	Potential Partners
Provide fit for purpose housing including single and couple housing, duplexes located within both clan group neighbourhoods	Number and type of houses added to the total housing stock per year	• Council	• Service Providers
Continue Social Housing program, seeking funding commitment from State Government	Number of houses built and lots created per year Amount of funding allocated to social housing program per year Number of people on waiting list for housing per year	• Council	• Dept of Communities (Program Office)
Provision of aged housing in the community with options to expand in the future	Identification of site for aged housing in town in new planning scheme Identification of funding source in 2012 Number of people in respite care	• Council	• Queensland Health • Dept of Communities
Plan for future expansion of Pormpuraaw, including provision of infrastructure and services	Identification of land within new Planning Scheme Planning Scheme reflects community needs	• Council	
Land and building(s) for the creation of a Mens Shed	Opening of Mens Shed in 2012 Report on activities and programs	• Pormpur Paanth	• Council • CDEP



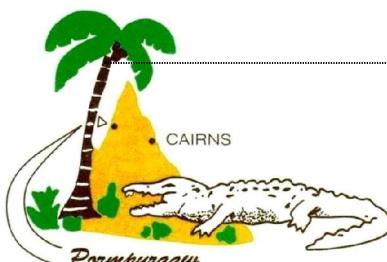
ENVIRONMENTAL MANAGEMENT

Actions	Measurement	Leader	Potential Partners
Implement action plan contained in Natural Resource Management Plan, as amended from time to time	Quarterly reports by Ranger on action plan	<ul style="list-style-type: none"> • Council • PL&SM 	<ul style="list-style-type: none"> • DERM
Increase registration of dogs and implement Council Animal Management Policy	<p>Number of dogs roaming freely around town</p> <p>Number of dog related injuries, accidents and incidents in town</p>	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Community members • Vet
Conduct community awareness campaign of health implications of rubbish, unused vehicles, dogs	<p>Community Development Officer report on campaign conducted in 2012</p> <p>Independent assessment of success of campaign</p>	<ul style="list-style-type: none"> • Dept of Health • Council 	<ul style="list-style-type: none"> • Community members • DET • Community and Anglican Store
Undertake quarterly kerbside cleanup for community and annual township wide clean up of public and private land	Report on general tidiness of town's public land	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Community members

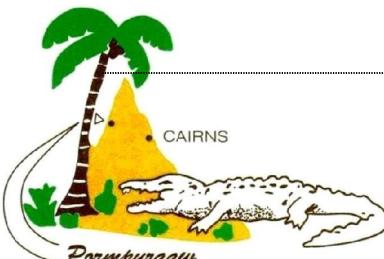


ECONOMY

Actions	Measurement	Leader	Potential Partners
<p>Prepare and implement Economic Development Plan, including development of tourism opportunities around crocodiles, fishing, cultural heritage, bird watching, camping, privately owned and operated businesses, expanded Pormpuraaw Art, Culture and Language Centre.</p>	<p>Plan coordinated and completed by Community Development Officer/Council in 2012</p> <p>Form Economic Development Community committee to assist with plan preparation and implementation</p> <p>Community response and input on economic development for Pormpuraaw</p> <p>Report on actions undertaken per year</p>	<ul style="list-style-type: none"> • Council • Pormpuraaw Community Champion 	<ul style="list-style-type: none"> • DEEDI • Service Providers • Community members
<p>Develop an information package for residents interested in starting a business (e.g. tax information, licensing, registration etc.) and access to a network of contacts to support new business</p>	<p>Pack prepared by Community Development Officer/ Council in 2012</p> <p>Number of packs given out per year</p> <p>Number of new business or activities commenced per</p>	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Pormpuraaw Community Champion • DEEDI • Service Providers • Current business owners/managers



Actions	Measurement	Leader	Potential Partners
<p>Commence community markets in Central park on a regular basis as an outlet for local arts and craft, food, furniture, gifts and clothing.</p>	<p>year Report on operations of businesses each year</p>	<p>Number of markets per year Number of stalls in market each market per year Report on success of markets</p>	<ul style="list-style-type: none"> Community members
<p>Conduct feasibility study into larger, expanded Arts, Culture and Language Centre for the production, storage and display of local items.</p>	<p>Feasibility Study coordinated by Community Development Officer /Council in 2012 Report on findings of study and actions undertaken from study</p>	<ul style="list-style-type: none"> Council (Community Development officer) Art, Culture and Language Centre 	<ul style="list-style-type: none"> Pormpuraaw Paanth Cape York Super Sisters Current business owners/managers Community members
<p>Broaden promotion of Pormpuraaw as a tourism destination – a place for indigenous art, culture, language, the natural environment and its flora and fauna</p>	<p>Inclusion of tourism as a focus in the preparation of the Economic Development Plan Amount of advertising undertaken about Pormpuraaw</p>	<ul style="list-style-type: none"> Arts, Culture and Language Centre 	<ul style="list-style-type: none"> Skytrans Commercial Partners Queensland Tourism Cairns/Cooktown/Townsville Tourism NITV

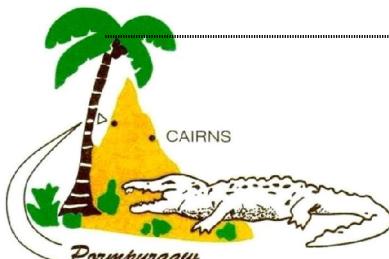


Actions	Measurement	Leader	Potential Partners
Provision of training and employment with focus on maximizing benefits to the individual and community	Number of persons receiving CentreLink payments Number of CDEP positions Number of Indigenous persons employed in Pormpuraaw Report on training and employment programs across Pormpuraaw	<ul style="list-style-type: none"> • CDEP • Job Find 	<ul style="list-style-type: none"> • NITV • Council • Centrelink • QBuild • Dept of Communities (Social Housing Program) • DMR (Roads program) • PL&SM – rangers • Dept of Health • PCYC • Pormpur Pan nth • Pormpuraaw United Bros Club



ORGANISATION

Actions	Measurement	Leader	Potential Partners
Council fill vacant positions, particularly management roles and those related to sport and recreation, operations, community development and services	Number of positions filled per year Vacancy rate of positions across Council	• Council	
Preparation of Council Corporate Plan, Operational Plan, Long Term Financial Plan and Asset Management Plan having regard to adopted Community Plan	Review and update all plans as statutorily required Plans meet legislative requirements	• Council	
Annual reporting to be conducted on all statutory documents, including Community Plan	Annual Report including report on measurements and contents of Long Term Community Plan	• Council	
Complete and implement Asset Management Plan including focus on security of assets and potential revenue from plant	Completion of Asset Management Plan in 2012 Annual review and report on items and actions	• Council	
Prepare and implement annual Capital Works Program as part of annual Operation Plan	Preparation of Plan in 2012 Annual update and review of Plan	• Council	



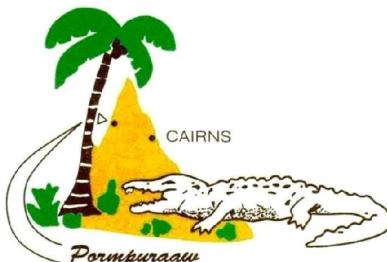
Community Plan 2011-2021

December 2011

46

Pormpuraaw Aboriginal Shire Council

Actions	Measurement	Leader	Potential Partners
Address outstanding audit issues	Number of audit issues	• Council	
Adopt and implement relevant local laws based on Queensland Model Local Laws	Annual review and update of local laws	• Council	
Improve Information Technology for town	Number of lost business hours per year	• Council	
Review and implement Council's Engagement Policy including actions in the Community Plan with focus on range of methods for Council and staff to better connect with the community	Number of community wide meetings per year Report on actions undertaken from community meetings	• Council	
Investigate and implement partnerships with adjoining Councils which may benefit both communities through shared resources, joint programs, use of plant and materials	Number of joint activities undertaken with adjoining Councils	• Council	





APPENDIX

N

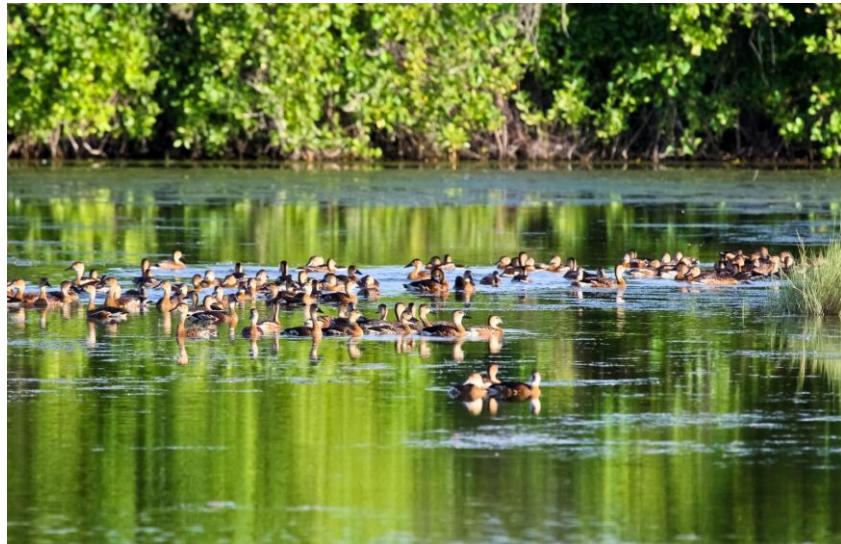
OPERATIONAL PLAN 2018-2019

PREPARED BY PORMPURAAW ABORIGINAL SHIRE COUNCIL

Pormpuraaw Aboriginal Shire Council

Operational Plan 2018-2019

Adopted by Council on 23/07/2018 - Resolution # 2018/07/23/03



“Our Council is committed to engaging with community to support our people, culture and real opportunities for growth and development.”

-MAYOR

Ralph Kendall



Pormpuraaw Aboriginal Shire Council – Strategies for carrying out our statutory responsibilities.

- ∞ **Demonstrating leadership by planning, accountability, good governance and financial sustainability.**
Executive Team
- ∞ **Communicating and engaging ethically, with fairness and respect for culture.**
Community Services Team
- ∞ **Together, building a strong, respectful, resilient community.**
Operations Team
- ∞ **Protecting the environment, people and culture through diverse and engaging opportunities.**
Environment Team
- ∞ **Providing opportunities for the future through strategic planning, workforce development, and economic development.**
Governance Team
- ∞ **Building a sustainable financial future.**
Finance Team



Executive Summary

The Pormpuraaw Aboriginal Shire Council 2018-2019 Operational Plan consolidates and continues to build on the previous year's successful outcomes and identified goals in the 2013-2018 Corporate Plan.

The Operational Plan is prepared in accordance with Section 174 of the *Local Government Regulations 2012* and details ongoing activities and large scale projects that are scheduled for this financial year. Details contained in this plan include resourcing, responsible officers and timeframes. Quarterly reporting to Council by the responsible officers will ensure that Council and Community are informed about Council's progress towards the identified goals.

This Plan differs from previous year's performance measurement and delivery by adopting a set of 35 Key Performance Indicators that are more relevant, specific and measureable than previous years. Council is seeking to ensure that the Operational Plan provides the 'road map' for all Council operations in this financial year and this is expressed through specific KPI's that the management team will achieve together.

Pormpuraaw community is currently transitioning through a period of change and Council has commence work to review its 2013-2018 Corporate Plan by Dec 2018 to ensure it reflects community views, statutory requirements, work force development and economic opportunities.

Have your say' on the master plan for future land use needs in Pormpuraaw township.

1. Residential Development

- Are lot sizes suitable?
- Are the proposed subdivision layouts suitable in terms of layout, roads and parks?
- Is there anything that should be different?
- Are there any cultural and traditional areas/sites that need to be considered?



What do you like/dislike:-

	Like (please specify reasons)	Dislike (please specify reasons)
Residential Development		

2. Community Facilities

- Does the plan consider community facilities adequately?
- Has enough space been allocated for school growth and health facilities?
- Is there enough open space for sporting and recreation facilities?



What do you like/dislike:-

	Like (please specify reasons)	Dislike (please specify reasons)
Community facilities (e.g. community centres, hospital, school, parkland/open space)		



Executive Team

Demonstrate leadership by planning, accountability, good governance and financial sustainability.

- Lead and supervise teams in a professional, safe and service oriented environment.
- Develop a cohesive team that share ideas to identify opportunities for community and financial sustainability that are transparent to community.
- Provide Council with well researched evidence and information to inform good decision making.
- Consult with community in a culturally appropriate manner to develop long term strategies from employment retention, economic growth and financial sustainability.

Executive Team Responsible Officers - CEO, Community Services Manager, Environment Manager, Finance Manager, Governance and Admin Manager, Operations Manager					
KPI Reference	CP Ref	KPI	Resourcing	Timeframe	Action
KPI 1	5.1	All staff are aware and understand the Council Mission Statement		Ongoing	Inform, engage and educate staff about the council Mission Statement.
KPI 2	5.1	Councillor attendance and engagement at meetings - both Council and external stakeholder are 95%	LGAQ	Ongoing	Develop partnerships with external mentors and peak body organizations to support and encourage engagement in the public arena.
KPI 3	3.1	Staff attendance rates are at 75% of possible hours worked.		Ongoing	Develop strategies to reduce absenteeism, underemployment and retention.
KPI 4	Nil reference	Staff will work in a safe work environment and engage in a culture of safe work practices where 100% of staff is inducted within 5 days of commencement.	Attorney- General's Dept.	Ongoing	Educate, demonstrate and encourage safe work practices. Actively participate and support the induction process and training of staff.
KPI 5	4.2,5.1	Council will hold 2 public meetings with all Councillors and Executive Team present		Ongoing	Provide support to Councillors, engage the public and present to community meetings in a consultative and transparent manner.
KPI 6	5.1	80% of Operational Plan Goals will be carried out within the designated timeframe.		Ongoing	Active commitment and dedication towards meeting agreed goals.
KPI 7	Nil reference	Staff turnover is reduced to 35%		Ongoing	Strategies are developed to reward productivity, utilise industrial instruments to achieve operational goals and statutory requirements. Develop appropriate support, well being programs and mentoring partnerships to reduce staff turnover in all areas of Council staff.

Community – The Way We Want To Live Together

Communicating and engaging ethically, with fairness and respect for culture.

- Promote a healthy supportive and proactive community.
- Develop strategies for a safe community free from violence.
- Ensure services and facilities are available and accessible to all.
- Encourage leadership and stewardship through regular community discussions.

Community Services					
Responsible Officer - Community Services Manager					
KPI Reference	CP Ref	KPI	Resourcing	Timeframe	Action
KPI 8	1.2	Hold and document minutes for regular community meetings on issues of importance.		Ongoing	Develop appropriate local strategies for community engagement ensuring relevant stakeholders are consulted.
KPI 9	1.1	The Justice Group will meet 100% of its reporting requirements.	LGAQ	Ongoing	Facilitate the Justice Group Meetings and develop strategies for engagement of young people and systems of operating for the current members.
KPI 10	1.3	Aged Care services are CDC compliant.	Consultants	Ongoing	Develop strategies for transition to Client Directed Care (CDC) and the National Disability Service (NDIS). Ensure compliance for the Commonwealth Quality Review due in 2016.
KPI 11	Nil reference	Active participation in Board meetings.	Liquor Licensing James Cook University	As required	Support the Pormpuraaw United Brothers Sports Club to carry out its duties under the AMP in line with good governance and financial credibility.
KPI 12	1.2	Centrelink and Library are open 95% of scheduled hours		Ongoing	To ensure staffing levels are adequate to maintain services.
Major Projects					
Area	Resourcing	Corporate Plan	Action		
Aged Care and Disability Services	Consultants RJCP and NJCP	1.2	Implement the Commonwealth transition requirements to Client Directed Care (CDC) in Aged Care Home Support Packages. Implement a Client Management System to meet CDC requirements Develop strategies to prevent Elder Abuse and violence against vulnerable people. Investigate requirements for the National Disability Insurance Scheme and prepare strategies for transition. Mentor staff to build capacity and reduce absenteeism and enhance staff retention		
Justice Centre		1.1	Development of Justice of the Peace Courts		
Disaster Management		Nil Reference	Review the current Disaster Management Plan		
RIBS – Community Radio		1.2	Implement strategies for awareness and engagement through local broadcasting		
Community Events		1.2	Develop, organise, plan and run community events for NAIDOC week celebrations, National Sorry Day, ANZAC Day and Pormpuraaw Fishing Day.		

Built Environment – Shaping our Surroundings

Together - building a strong, respectful and resilient community.

- Plan for the future development of the community through a schedule of works.
- Develop asset management strategies that are consistent with good financial planning.
- Actively seek out opportunities for own source revenue through new construction of housing and repairs and maintenance of state housing.
- Ensure public spaces are well kept for the enjoyment of community members.
- Ensure tenders and contracts meet procurement standards.

Operations					
Responsible Officer - Operations Manager					
KPI Reference	CP Ref	KPI	Resourcing	Timeframe	Action
KPI 13	5.1	100% of all plant and vehicles are on the asset register which is maintained, with servicing records up to date.		Ongoing	Develop and implement asset management strategies in line with Council policies for registering, recording and depreciation.
KPI 14	5.1	Council Asset Register is updated and in line with the Asset Policy		Ongoing	Maintain Council assets in a fair standard and develop maintenance schedules for all major Council assets and infrastructure.
KPI 15	Nil reference	All staff housing and Council leased properties have been inspected and maintenance schedules and budgets prioritised.		WIP	Develop a schedule for inspection and maintenance within budgeted guidelines.
KPI 16	2.2	Publish a schedule of works		WIP	Develop a schedule of works within budgeted guidelines
KPI 17	2.2	90% of Rubbish and parks and gardens schedules are adhered to.		Monthly report to Council	Develop a schedule of rubbish collection, inform community members and carry out consistent rubbish removal and maintenance of public spaces.
KPI 18	2.1	BAS housing maintenance requests are completed within 120 days.	Preferred Supplier arrangement	Monthly report to Council	Develop strategies to ensure outstanding BAS Maintenance work is carried out in a timely manner.
Major Projects					
Area	Resourcing	Corporate Plan	Action		
Repairs and Maintenance	Tender for Qualified Builder	4.3	Construction of the Eddie Davey Guest House extension		
Workshop		2.1, 5.2	Procure appropriate heavy plant for long term capacity to build and maintain road infrastructure		
Repairs and Maintenance		2.1	Mobilise appropriate contractors to deliver on time maintenance services to BAS		
Main Roads	TMR – Project Manager	2.3	Carry out works in line with Council's Standing Offer of Arrangement and NDRRA guidelines		

Natural Environment – It Begins With Us

Protecting the environment, people and culture through diverse and engaging opportunities.

- Protecting the natural environment through animal and plant pest management plans.
- Conservation and reinvigoration of traditional outstations.
- Maintaining waste and water standards.
- Diversifying ranger activities to provide for economic opportunities.
- Caring for unique and diverse environmental public areas including campgrounds, beaches and homelands.

Environment					
Responsible Officer - Environment Manager					
KPI Reference	CP Ref	KPI	Resourcing	Timeframe	Action
KPI 19	3.1, 3.2	Carry out 2 on country activities through the Junior Ranger Program.	Pormpuraaw State School	July – Dec 2017 Sept 2017	Build partnerships with Pormpuraaw State School to engage youth in the Junior Ranger Program
KPI 20	2.1,2,3	75% of community members are aware of waste and water obligations.		July 2017	Develop appropriate community awareness strategies to inform members of their obligations in relation to the infrastructure upgrade and water usage. Develop appropriate community awareness strategies to inform members of their obligations in relation to waste management.
KPI 21	2.1,2,3	Meet the outcomes in the Customer Service Water Standards.		Ongoing	Implement strategies to ensure the Customer Service Standards are met.
KPI 22	3.2	Relevant staff is trained in the local laws.		Aug 2017	Utilise powers under the Local Laws.
KPI 23	3.3	Rangers receive fees for services.			Investigate new economic opportunities for the Land and Sea Rangers.
KPI 24	3.2	100% of domestic pets are micro chipped.	Preferred vet practitioner	Dec 2017	Engage a vet to carry out micro chipping and general health checks of all domestic pets.
Major Projects					
Area	Resourcing	Corporate Plan	Action		
Environment	Contractors	2.3,3.2	Oversee upgrade to refuse facility.		
Plumbing	Contractors	2.3,3.2	Oversee upgrade to water supply.		
Plumbing	Contractors	2.3,3.2	Oversee construction and operation of the water testing laboratory.		
Land and Sea Rangers		4.3	Carry out savannah burning activities under the carbon trading agreement.		

Economy – Creating our Future

Providing opportunities for the future through strategic planning, workforce development, and economic development.

- Strategic plans reflect community demands, regulatory compliance and Council's corporate vision.
- Build a capable, skilled workforce that finds value in their contribution.
- Maintain effective risk management processes.
- Manage Council's governance requirements in a timely manner.
- Develop opportunities for economic growth.

Governance					
Responsible Officer - Governance and Admin Manager					
KPI Reference	CP Ref	KPI	Resourcing	Timeframe	Action
KPI 25	Nil reference	2 ILUA meetings are held with Traditional Owners to update on Operational Plan.		Nov 2017	Consult and seek advice from Traditional Owners on Council's yearly Operational Plan.
KPI 26	4.2	Council has an up to date relevant enterprise risk register.	JLT	WIP	Develop a Corporate Risk Register.
KPI 27	Nil reference	A Business Continuity Plan is adopted.		WIP	Develop a Business Continuity Plan.
KPI 28	4.2	Council meets 95% of its statutory governance requirements.		Ongoing	An annual schedule of requirements is developed
KPI 29	4.2,5.1	2 public meetings are held for community consultation around the Corporate Plan.		November 2017	Organise 2 public meetings to develop consultation strategies for updating the Corporate Plan.
KPI 30	4.1,	Indigenous employment is retained at 80% for award positions.	LGAQ	Ongoing	Development of at least annual performance reviews, training programs and mentoring of local staff.
Major Projects					
Area	Resourcing	Corporate Plan	Action		
Procurement		5.2	Develop a suite of procurement procedures.		
Strategic Planning		3.1,3.2, 5.1,5.2	Implement the local laws. Hold a Councillor and Exec Team Strategic Planning conference.		
Economic Development	Consultant	5.1,5.2	Carry out community consultation to ensure relevance of the Corporate Plan.		
Human Resources		3.1,4.1	Develop a well being program for staff.		
Workplace Health and Safety		Nil reference	Implement the SafePlan initiatives.		
Archives and Public records		5.1	Source funding for assistance with records management to capture all Council records and achieve legislative compliance.		

Organisation – Developing our Financial Capacity

Building a sustainable financial future.

- Deliver line income and expenditure within approved budgets.
- Comply with relevant legislation, policies and procedures.
- Ensure payroll is processed in a timely manner within legislative guidelines.
- Support IT functions of Council.
- Process accounts payable within appropriate timeframes and trading terms.

Finance					
Responsible Officer - Finance Manager					
KPI Reference	CP Ref	KPI	Resourcing	Timeframe	Action
KPI 31	5.2	All grants are acquitted on time with the relevant reports.		Ongoing	Funded services will be delivered in accordance with grant provisions with emphasis on reporting and lodgement.
KPI 32	4.1	Training and skilling of staff to cover absences and maintain service levels.		WIP	Continue documentation of internal controls and
KPI 33	5.2	Long term finance sustainability ratios are included in the budget.		WIP	Develop appropriate, relevant long term financial ratios.
KPI 34	5.1,5.2	Audit Committee is functional.		Ongoing	The Audit committee carries out its statutory functions in a timely manner with supporting evidence.
KPI 35	5.2	Bank Accounts and Credit cards are reconciled monthly.		Dec 2015	Develop and implement strategies to reconcile bank accounts in a timely manner and review controls around. Completed June 2016
Major Projects					
Area	Resourcing	Corporate Plan	Action		
Asset Management		4.2	Develop quarterly asset capitalization and depreciation posting procedures.		
Post Office	Consultant	4.2	Fraud measures are developed, staff are adequately trained and supervised.		
Finance		5.1	Develop and implement finance procedures & capacity to oversee Finance tenure.		
Admin Store		Nil reference	Remove E-Waste from the community in a sustainable manner		
Guesthouse/Accommodation		4.3	Develop a business case for guesthouse and temporary accommodation extensions, improvements and maintenance.		



APPENDIX 0

ACTION PLAN SUMMARY

PREPARED BY CARDNO

PORMPURAAW MASTER PLAN

ACTION PLAN

The below table provides a summary of the relationship between the Action Plan and the projects identified in the Master Plan.

ID	Action	RS1	RS2	RS3	RS4	RS5	RS6	ID1	CT1	CT2	CF1	CF2	CF3	CF4	CF5	CF6	CF7	OS1
1	Relationship to Existing Infrastructure		RS2	RS3	RS4													
2	Planning Scheme amendments to reflect Master Plan projects.	RS1	RS2	RS3	RS4	RS5	RS6	ID1	CT1	CT2	CF1	CF2					CF7	
3	Buffering from Sewerage Treatment Facility					RS5												
4	Concept Design and Planning					RS5	RS6											
5	Consultation for Open Space																OS1	
6	Detailed Investigations for Flooding and Overland Flow			RS3														
7	Compatibility of Previous / Existing Uses									CT2								
8	Cemetery Capacity Investigation										CF1							
9	Consultation with Telstra																	

PORMPURAAW MASTER PLAN

ACTION PLAN

The below table provides a summary of the relationship between the Action Plan and the projects identified in the Master Plan.

ID	Action	OS2	OT1	OT2	OT3	OT4
1	Relationship to Existing Infrastructure					
2	Planning Scheme amendments to reflect Master Plan projects.					OT4
3	Buffering from Sewerage Treatment Facility				OT3	
4	Concept Design and Planning					
5	Consultation for Open Space	OS2				
6	Detailed Investigations for Flooding and Overland Flow					
7	Compatibility of Previous / Existing Uses					
8	Cemetery Capacity Investigation					
9	Consultation with Telstra		OT1			