



CORPORATE PLAN

2018 – 2023



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ACKNOWLEDGEMENT

Mornington Shire Council acknowledges the traditional owners, The Lardil people of Mornington Island and pay our respects to Elders past and present. We would also like to acknowledge The Kaiadilt and Yangkaal people who share our homelands.

ELECTED MEMBERS



Above: photo of the Declaration of Office in 2020.

From left to right: Councillor David Barnes, Councillor Roxanne Thomas, Mayor Kyle Yanner, Deputy Mayor Dwayne Rogers, Councillor Robert (Bob) Thompson.



OUR VISION

- Empower our Community – Our people
- To feel solid and strong like the rock in Mundalbe
- To taste and hear the breaking waves of change
- To establish clean, safe, healthy lifestyles togetherness
- Have pride and respect for each other in our culture, achievements and successes
- To see and smell the compassion and peacefulness of our community

OUR MISSION

We are committed to a Community where:

- Our people are happy, healthy and safe
- Our natural environment is valued and well-managed
- Our culture is retained and maintained
- We have quality infrastructure
- We have a sustainable local economy
- Governance and ownership of Community direction is by Council
- We have transparency of government and open communication between the three tiers of Government

OUR GOALS

Our goals are to make the Wellesley Islands the best place they can be by:

- Enhancing community well-being
- Keeping our Culture alive Creating opportunities for prosperity
- Protecting our country
- Enhancing and supporting local business
- Having greater transparency and open communication between the three tiers of government

OUR VALUES

Council's values are:

- Responsibility
- Respect Compassion
- Hard work
- Working together
- Proud to belong



FOREWORD

From Mayor Kyle Yanner

On behalf of my fellow councillors, I am pleased to present the amended Mornington Shire Council Corporate Plan 2017 - 2022.

This document will guide Council's strategy to overcome systemic issues in the community, including lack of employment, overcrowded housing, and the high costs of fresh, quality food.

A critical strategy will be to develop partnerships with federal and state governments that are led by our community and are accountable to our community.

To achieve change, we will need to improve self-determination and maximise community opportunities and outcomes across key areas including:

- Quality infrastructure and services
- Commercial activities such as the establishment of a market garden and cattle stations
- Culture, including building respect and celebration of our unique heritage

Critically, a return to budget surpluses will ensure the long-term financial sustainability of Council.

From Acting CEO Graham King

The amendment of this Plan reflects an important shift in Council direction.

The development of service standards will help ensure greater accountability to the community, while the aim to deliver budget surpluses will improve the Council's long-term viability.

There is a reliance throughout the document, on outside factors before many strategic goals can be realised. This reflects Council's heavy dependence on government funding to subsidise its lack of a meaningful revenue base.

Conversely, government funders need to acknowledge Council's priorities and the critical social, economic, health and environmental issues in the community more broadly, and fund accountable, place-based approaches to address these.

With the assistance of national and state government, the Council can make progress. Addressing years of social deficit will, however, require a concerted approach far beyond the term of this Plan, an approach that needs to be accountable in terms of the level of financial investment and the delivery of measurable outcomes.



INTRODUCTION

Mornington Shire Council's Corporate Plan 2018-2023 is Council's principal long-term planning document, which identifies the issues and priorities for Council over 5 years.

The Plan was originally adopted at a meeting of Council on 27 June 2018 (resolution 2018/123).

The Plan was subsequently amended by Council at its meeting on 16 June 2021 (resolution 2021/06-20), in accordance with Section 165(3) of the Local Government Regulation 2012.

The new version built upon the earlier document but was updated to better reflect the Council's priorities following local government elections in 2020.

The priorities reflect the planning of Council in advance of the 2021/22 budget. Amongst other things, that process involved a tour of the community by Councillors to identify issues, and consideration of those at its meetings in April and May 2021.

Council continues to engage with the community throughout the operationalisation of this Plan, including via community meetings; for example, as held on 21 May 2021.

Council acknowledges that it will need to develop a new five-year Corporate Plan in 2023, for the period 2023-2028, and that the process will involve consultation with the community.

LEGISLATIVE CONTEXT

Mornington Shire Council is governed by the Queensland Local Government Act 2009 and the Local Government Regulations 2012, and operates in line with the following principles:

- Transparent and effective decision making in the public interest through democratic representation, social inclusion, and meaningful community engagement
- Good governance, including ethical and legal behaviour of Councillors and local government employees
- Effective delivery of services, and sustainable management of assets and infrastructure

STRATEGIC FRAMEWORK





KEY STRATEGIC OBJECTIVES

FOCUS AREA	GOAL	MEASURE/S
Financial Management	Council aims to deliver budget surpluses as part of a fiscally responsible approach	<ul style="list-style-type: none"> • Budgets operate at a surplus
Service Delivery Standards	Establish service standards for Council services in the 2021/22 budget onwards, as part of a ‘bottom up’ approach involving program managers	<ul style="list-style-type: none"> • Services Standards developed and incorporated into the Council’s 2022 Operational Plan onwards
Asset Management	Asset planning and depreciation supports quality and sustainable management of Council’s assets	<ul style="list-style-type: none"> • Asset replacement program commenced in the 2021/11 Budget. • Long Term Asset Management Plan developed in accordance with legislative requirements
Master Plan / Town Plan	Council considers the Master Plan in all major decisions	<ul style="list-style-type: none"> • DATSIP visits Mornington Island to further discuss the implementation of the Master Plan
	<p>Mornington Island Airport</p> <p>Runway Realignment proceeds to ensure the Master Plan recommendations for Lardil Street can be implanted.</p>	<ul style="list-style-type: none"> • Designs are developed and costs identified • Representations are made to Federal and State governments, to secure funding of the realignment



FOCUS AREA	GOAL	MEASURE/S
Governance / Administration	Civic Centre – Administration Centre A new facility is developed that meets Council and community needs, with funding, construction and implementation issues fully understood by the community.	<ul style="list-style-type: none">• Architects finalise designs• Facility built• Seamless transfer from the existing building to the new facility• No formal complaints about the process received by Council
	Council continues to adhere to legislative requirements and builds its capacity for organisational administration / management.	<ul style="list-style-type: none">• Oversight by Council supports good governance, adherence to statutory requirements and use of resources in accordance with this Corporate Plan's goals• The number of skilled local employees increases (benchmarked against the 2019/20 Annual Report, which lists 80% Indigenous staff), resulting in fewer vacancies and improved organisational capacity• IT systems are managed to ensure timely and compliant reporting including financial, legislative, and contractual requirements• Council's policies and procedures are updated regularly, meet legislative requirements, and support organisation performance• The number of workplace occupational health and safety incidents track downwards, and WHSQ improvements notices are kept to a minimum / completed when received



FOCUS AREA	GOAL	MEASURE/S
Community Development	<p>Splash Park A Splash Park is developed, to provide improved social and recreational activities for the community (including youth)</p>	<ul style="list-style-type: none"> • Application to the Building Better Regions Commonwealth Funding approved, for an estimated cost of \$1.5M • Splash Park implemented within grant funding timelines and budget
	<p>Advocacy Improved awareness of community issues, with improved strategies by Federal and State governments to meet community identified priorities. Critical to this, is the emphasis of maximising opportunities for community members, including in the areas of improved employment, cultural, social and health outcomes.</p>	<ul style="list-style-type: none"> • Key government representatives visit Mornington Island including the Queensland Premier and Ministerial Champions, and Federal Ministers and department heads • Mayor and Councillor delegations to Federal and State governments • Current government funded services to the community are audited to provide improved visibility and accountability • Federal and State governments develop targeted strategies that meet local priorities and needs
	<p>Home Brew A liquor license is needed on Mornington Island, to normalise alcohol consumption and decrease the negative health impacts of home brew</p>	<ul style="list-style-type: none"> • A Community Club Liquor Licence is granted, and an operator is in place, to run the Mornington Island Tavern inclusive of on-licence and carriage licence
	<p>Rock Pool and Swimming Pool</p> <ul style="list-style-type: none"> • A rock pool is developed, for safe saltwater swimming • Construction of a 25-metre aquatic swimming pool within the Mornington Island School Grounds, jointly funded by Council and Department of Education 	<ul style="list-style-type: none"> • Costing / design developed • Funding secured • Rock and Swimming Pools constructed



FOCUS AREA	GOAL	MEASURE/S
Community Development (continued)	<p>Indigenous Land Use Agreement</p> <p>That an ILUA be developed to cover all initiatives Council is wishing to implement including the Mornington airport runway realignment (for both safety and residential land use purposes); foreshore development including rock pool; future cemetery reserve land; and future town extension, being the Barwu Concept Plan development area.</p>	<ul style="list-style-type: none"> • DATSIP visit Gununa and assist Council in identifying planning and agreements processes • Longer term, that an ILULA is developed
	<p>Alcohol and drug rehabilitation centre</p> <p>Utilise existing facilities (with improvements as required) on Bentick Island as the basis for a rehabilitation centre, that is more culturally appropriate to the needs to residents experiencing drug and alcohol related harm</p>	<ul style="list-style-type: none"> • Feasibility study / costings developed • Subject to the outcome of the above, lobby Federal and State governments to support the concept and secure funding as appropriate
	<p>Community Safety Plan</p>	<ul style="list-style-type: none"> • Community Action Plan finalised and implemented
Critical Infrastructure	<p>Improved waste management, water security and other facilities and infrastructure as appropriate</p>	<p>Council meets regulatory requirements and manages its infrastructure to meet community needs, including asset replacement / new assets as appropriate including:</p> <ul style="list-style-type: none"> • Improved waste management via the adoption of a waste management strategy • Improved water quality via approval of a grant application, for a water filtration plant via Get Ready Queensland funding • Longer term, investigate water security via a feasibility study to increase the capacity of the Water Reservoir on Mornington island



FOCUS AREA	GOAL	MEASURE/S
Council and Public Housing	Council Housing That housing availability and quality is sustainable and meets operational requirements	<ul style="list-style-type: none">• An Asset management program for Council Housing is implemented as an outcome of the 2022 budget, with asset depreciation factored into the budget• Additional housing is developed, starting with current Works for Queensland Funding (Covid-19) which provides for approximately \$500,000 in new housing
	Public Housing That extreme overcrowding and homelessness is addressed, with improved quality and quantity of social housing on Mornington Island	<ul style="list-style-type: none">• Interim Funding: \$2.35M program managed to maximise return on investment including the delivery of 5-bedroom houses (as compared to the original plans for 2-3 bedrooms)• Social Housing - Balance Funding: Regarding the \$7.328M balance funding for social housing, Council identifies what the new housing investment plan is and finalises a funding agreement with the State Government to allow construction to proceed• That DATSIP visits Gununa and assist Council in identifying land for future development, in accordance with the Master Plan / Town Plan as discussed above• Longer term, that additional housing development be secured to decrease housing overcrowding (measured against ABS statistics)



COMMERCIAL ACTIVITIES

In accordance with the Local Government Act 2009, Mornington Shire Council is required to report on the objectives and significant activities of any commercial activities that the Council operates which is conducted in competition, or potentially in competition, with the private sector and meets the threshold prescribed under regulation – refer s 43(4).

While the Council does not have any commercial business units, it does operate services that contain a commercial element. These include:

1. Motel
2. Bakery
3. Housing works
4. Barge freight
5. Warehouse sales
6. Petrol station
7. Mechanical services

The Council confirms that none of its commercial activities exceeds the threshold of expenditure of \$9.7m as determined by Section 19(3) of the Local Government Regulation 2012, with the potential exception of Council's Housing program.

That program's objectives are:

1. Delivery of timely and quality housing construction, maintenance and repair works for Council owned properties, in addition to programs under contract with relevant government departments
2. Provide increased employment pathways for community members, including staff who are employed under the Indigenous Employment Program

The significant activities of the Housing program include works under contract with QBuild, in addition to programs undertaken using operating and/or grant funds.