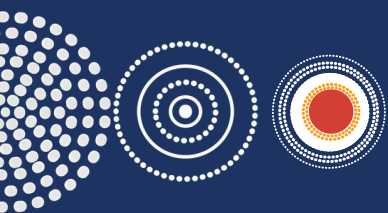


CORPORATE PLAN

2026 - 2031



MORNINGTON
SHIRE COUNCIL



**Strong Culture.
Sustainable Future.**



07 4745 7800



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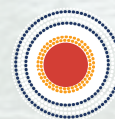
1 Mission Road, Gununa QLD 4892



**MORNINGTON
SHIRE COUNCIL**

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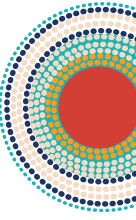
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Acknowledgement of Country

We acknowledge the Traditional Owners of the land on which we operate, the Lardil people of Mornington Island and pay our respects to Elders past and present. We also acknowledge the Kaiadilt, Yangkaal, Waanyi, Gangalidda and Garrawa people who share these homelands.



FOREWORD

Mornington Shire Council's 2026–2031 Corporate Plan sets a clear and confident direction for the next five years, guided by the aspirations of our community and our responsibility to deliver strong, accountable local government services.

Our council and Gununa, Mornington Island are unique - defined by rich cultural heritage, a resilient community, as well as a deep connection with land and sea. This plan reflects the voices of our residents, Traditional Owners, businesses and community organisations who shared their priorities for the future during extensive consultation. It articulates what matters most to our people and how Council will work in partnership to deliver lasting social, cultural, environmental and economic benefits.

As an elected Council, we recognise the importance of good governance, sound financial management and transparency in every decision we make. This plan commits us to delivering services and infrastructure that are responsive, sustainable and equitable, while strengthening trust and accountability between Council and the community we serve.

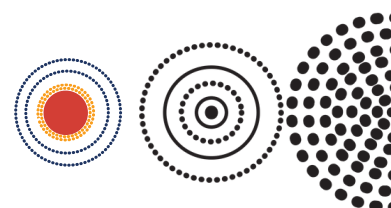
The 2026–2031 period will present both opportunities and challenges. Population growth, climate impacts, cost-of-living pressures and infrastructure demands require thoughtful planning and decisive leadership. This corporate plan provides the framework to respond to these pressures with clarity and purpose—prioritising community wellbeing, protecting our environment, supporting economic participation, and investing in the future of our towns and homelands.

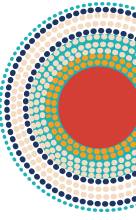
Council is working to continue a construction program with Commonwealth and Queensland Government funding for additional community housing; obtain funding for a splash park water play facility; refurbish the oval playing surface, complete the tavern refurbishment; and improve carriage limit provisions, as well as gravel roads out bush. This is in addition to routine Council service provision related to, for example, rubbish collection and waste management, as well as workshop and fuel services, as well as community services programming including the Youth Hub and Goobalathaldin Knowledge Centre.

Importantly, this plan is not static. It will be reviewed regularly to ensure it remains aligned with community expectations, legislative requirements and emerging issues. Through ongoing engagement and performance monitoring, Council will report transparently on progress and outcomes.

We thank everyone who contributed their time, knowledge and perspectives to help shape this plan. Together, we look forward to working with our community to turn this shared vision into action and to build a stronger, more resilient Mornington Shire for current and future generations.

Mayor Richard Sewter and Councilors





1. INTRODUCTION & CONTEXT

This Corporate Plan sets the five-year strategic direction for Mornington Shire Council, guiding decisions, budgets and services to support a strong, safe and thriving community.

Legislative framework

Prepared in accordance with the Local Government Act 2009 (Qld) and Local Government Regulation 2012, including the requirement to adopt a five-year corporate plan, with performance indicators and alignment to the annual budget and operational plan.



2. COMMUNITY, CULTURE & COUNTRY

The township of Gununa located on Mornington Island is the only remaining community on the Wellesley Islands. Culture, as well as strong connection to land and sea guide our decisions and programs.

Mornington Shire incorporates twenty-two islands of the Wellesley Group in the Gulf of Carpentaria. The Wellesley Islands are remnants of the mainland now submerged by the syncline that formed the Gulf of Carpentaria and are essentially flat platforms with little relief. There are substantial areas of intertidal flats and fringing reefs associated with most Islands.

Mornington Island is the largest island in the group covering an area of 700 square kilometres, is located 16°30' south and 139°30' east in the Gulf of Carpentaria, about 125kms north-west of Burketown, 200kms west of Karumba and 444kms from Mt Isa. The Shire has an area of 1,248.4 sq.kms.

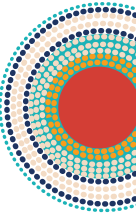
Gununa (a Lardil people word), which was founded in 1914, is the primary residence of majority of the Shire's population. Public utilities in Gununa are well developed with reticulated power, water, sewerage and storm water drainage. Town streets are bitumen-sealed. The aerodrome is of an all weather standard and Regional Express Airlines services the Island from Mt Isa and Cairns Monday to Friday. Council operates the barge shed and works with Carpentaria Freight, which operates the barges service from Karumba.

Population: ~1,025 residents; 80% First Nations community members

Challenges: Housing shortages, service access, infrastructure maintenance

Opportunities: Cultural tourism, Indigenous enterprise, youth engagement





3. VISION, MISSION, VALUES & GUIDING PRINCIPLES

VISION

A proud, resilient community where culture thrives and services support wellbeing.

This vision reflects the strength, cultural identity and resilience of our community. Culture is the foundation of wellbeing, and Council's role is to deliver services that support healthy people, strong families, and a sustainable future.

MISSION

Delivery of inclusive, sustainable services that reflect the values and aspirations of our First Nations people.

We deliver culturally safe, accessible services shaped by community voice. Through partnerships and strong governance, we meet local needs while supporting self-determination, improved wellbeing and long-term sustainability.

VALUES

Respect for Traditional Owners and cultural heritage: We honour Elders, respect cultural authority and protect the lands, seas and heritage that sustain our identity.

Community-led decision making: We listen to our people and ensure decisions reflect local voices, lived experience and cultural knowledge.

Transparency and accountability: We act with integrity, communicate openly and responsibly manage public resources and services.

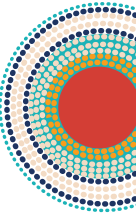
Sustainability and resilience: We plan for the long term by strengthening services, infrastructure, workforce capability and the environment.

GUIDING PRINCIPLES

- Cultural safety guides all Council planning, governance and service delivery.
- Evidence, local knowledge and community engagement inform decisions.
- Prudent financial management supports sustainable service delivery.
- Strong partnerships improve outcomes for community.
- Intergenerational responsibility underpins planning for people and country.



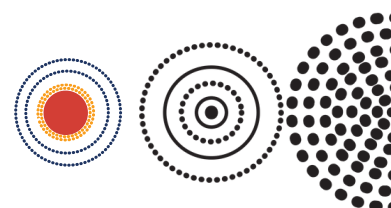




4. STRATEGIC PRIORITIES

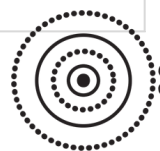
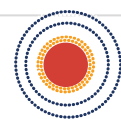
Each Strategic Priority is aligned to Council’s values. The table below sets out outcomes and Mornington Island specific targets that will be operationalised through the Annual Operational Plan and quarterly reporting.

Strategic Priority	Outcomes & Mornington Island Targets	Aligned Values
Strong Culture, Community and Identity	<p>≥4 events to support and celebrate local culture per year</p> <p>≥ 100% of Council decisions involving culture occur with prior Mirndiyan Gununa Aboriginal Corporation consultation and engagement</p> <p>≥100% of staff and contractors complete cultural awareness training</p>	<p>Respect for Traditional Owners and cultural heritage</p> <p>Community-led decision making</p>
Good Governance and Community Engagement	<p>≥95% of meeting summaries published within 7 days</p> <p>≥8 community engagement activities per year (incl. Elders, youth, women, men and stakeholder groups)</p> <p>≥75% community satisfaction with Council transparency by 2031</p>	<p>Transparency and accountability</p> <p>Community-led decision making</p>



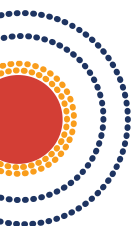


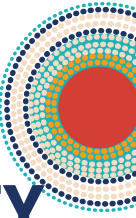
Strategic Priority	Outcomes & Mornington Island Targets	Aligned Values
<p>Safe, Healthy and Inclusive Communities</p>	<ul style="list-style-type: none"> ≥ 6 active partnerships across health, education and community ≥ 45% of residents participate in Council-supported recreation programs ≥ 90% of community facilities meet condition standards Active participation at Community Safety Committee meetings Delivery of Environmental Health program Delivery of quarterly Animal Management veterinary service 	<ul style="list-style-type: none"> Sustainability and resilience Respect for Traditional Owners and cultural heritage
<p>Housing, Essential Services and Liveability</p>	<ul style="list-style-type: none"> Ongoing rollout of community housing with a range of sizes and bedrooms for different local families Funding and rollout of a community splash park facility ≥ 99% drinking water compliance by 2028; 100% by 2031 0 boil-water alerts post water-plant commissioning (mid-2026 onward) ≥ 95% of planned asset maintenance completed annually Waste management facility improvements Gravel roads grading and causeway installation works program 	<ul style="list-style-type: none"> Sustainability and resilience Transparency and accountability





Strategic Priority	Outcomes & Mornington Island Targets	Aligned Values
Economic Development and Jobs	<ul style="list-style-type: none"> ≥ 60% of Council workforce are local residents ≥ 14 traineeships/ apprenticeships supported annually Promotion of Indigenous business development Development of professional mentoring and support programs Increase employment participation rates 	<ul style="list-style-type: none"> Community-led decision making Sustainability and resilience
Caring for Country and Environment	<ul style="list-style-type: none"> ≥ 4 Traditional owner-led caring for country projects per year ≥ 1 disaster preparedness exercise annually ≥ 18% waste diversion rate by 2029 	<ul style="list-style-type: none"> Respect for Traditional Owners and cultural heritage Sustainability and resilience
Strong Organisation and Workforce	<ul style="list-style-type: none"> ≥ 78% staff retention by 2029 ≥ 10 training hours per FTE annually 100% on-time statutory reporting and audits Rollout of portfolio strategy and ongoing support for Elected Members to undertake strategic planning and decision-making 	<ul style="list-style-type: none"> Transparency and accountability Sustainability and resilience





STRONG CULTURE, COMMUNITY & IDENTITY

Objectives

- Strengthen and protect the practice and recognition of Lardil, Kaiadilt, Yangkaal, Waanyi, Gangalidda and Garrawa culture across community life and Council operations.
- Ensure Elders, Traditional Owners and cultural leaders actively guide decisions that affect culture, people and Country.

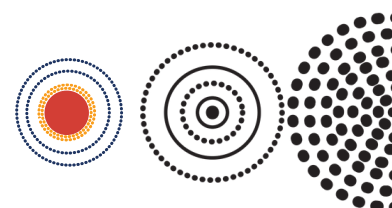
Key Strategies

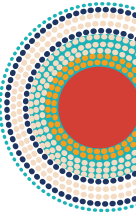
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 4 events to support and celebrate local culture per year
- ≥ 100% of Council decisions involving culture occur with prior Mirndiyan Gununa Aboriginal Corporation consultation and engagement
- ≥ 95% of staff and contractors complete cultural awareness training

Aligned Values: *Respect for Traditional Owners and cultural heritage, Community-led decision making*





GOOD GOVERNANCE & COMMUNITY ENGAGEMENT

Objectives

- Maintain open, ethical and culturally appropriate governance that builds trust and accountability between Council and community.
- Increase meaningful community involvement in Council decision-making through accessible, culturally safe engagement approaches.

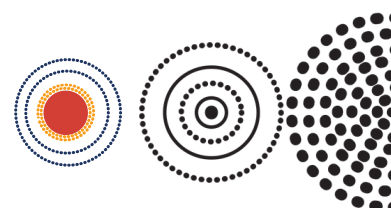
Key Strategies

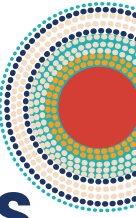
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 95% of meeting summaries published within 7 business days
- ≥8 community engagement activities per year (incl. Elders, youth, women, men and families)
- ≥75% community satisfaction with Council transparency by 2031

Aligned Values: *Transparency and accountability, Community-led decision making*





SAFE, HEALTHY & INCLUSIVE COMMUNITIES

Objectives

- Support the social, emotional and physical wellbeing of community members through inclusive programs, safe spaces and partnerships.
- Ensure community facilities, services and programs are safe, culturally appropriate and accessible for all ages and abilities.

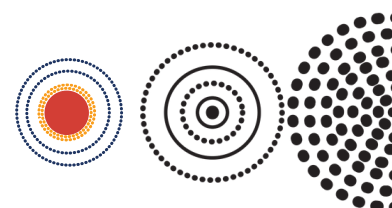
Key Strategies

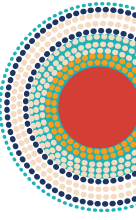
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 6 active partnerships across health, education and community
- ≥ 45% of residents participate in Council-supported programs
- ≥ 90% of community facilities meet condition standards

Aligned Values: Sustainability and resilience, Respect for Traditional Owners and cultural heritage





HOUSING, ESSENTIAL SERVICES & LIVEABILITY

Objectives

- Improve access to safe housing and reliable essential services that support health, dignity and quality of life.
- Strengthen long-term planning, maintenance and investment in infrastructure to support community growth and resilience.

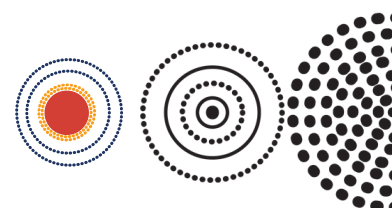
Key Strategies

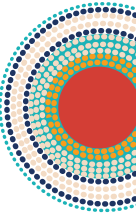
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 99% drinking water compliance by 2028; 100% by 2031
- 0 boil-water alerts post water-plant commissioning (mid-2026 onward)
- ≥ 95% of planned asset maintenance completed annually

Aligned Values: Sustainability and resilience, Transparency and accountability





ECONOMIC DEVELOPMENT & JOBS

Objectives

- Increase local employment, training and enterprise opportunities for Mornington Island residents.
- Support sustainable economic activities that align with community aspirations, cultural values and long-term viability.

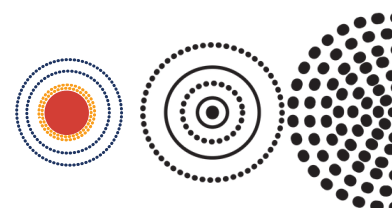
Key Strategies

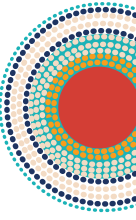
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 60% of Council workforce are local residents
- ≥ 14 traineeships/apprenticeships supported annually

Aligned Values: *Community-led decision making, Sustainability and resilience*





CARING FOR COUNTRY & ENVIRONMENT

Objectives

- Support Traditional Owner-led stewardship of land and sea Country in alignment with cultural responsibilities and environmental protection.
- Improve environmental sustainability and climate resilience across Council operations and community infrastructure.

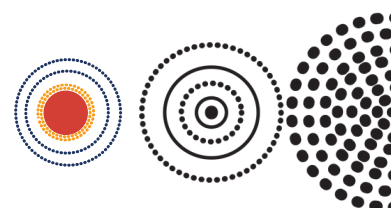
Key Strategies

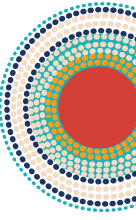
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 8 Traditional Owner-led Caring for Country projects per year
- ≥ 1 disaster preparedness exercise annually
- ≥ 18% waste diversion rate by 2029

Aligned Values: *Respect for Traditional Owners and cultural heritage, sustainability and resilience*





STRONG ORGANISATION & WORKFORCE

Objectives

- Build a capable, culturally strong and stable workforce that reflects community values and delivers quality services.
- Ensure Council's systems, governance and financial management support long-term organisational sustainability.

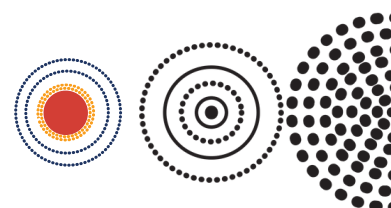
Key Strategies

- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

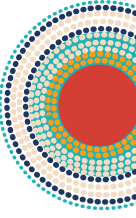
Measures

- ≥ 78% staff retention by 2029
- ≥ 10 training hours per FTE annually
- 100% on-time statutory reporting and audits

Aligned Values: *Transparency and accountability, Sustainability and resilience.*





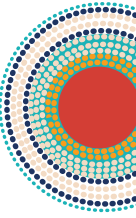


5. IMPLEMENTATION & ALIGNMENT

This Corporate Plan drives the annual operational plan and budget. Long-term financial forecast and Asset management plans align lifecycle costs and risk-based priorities.







6. BUSINESS ENTERPRISES

Mornington Shire Council is an extremely remote and isolated local government entity. As such, Council conducts some business enterprises. The Queensland Local Government Regulation 2012, Clause 166(c), mandates that objectives of commercial business units, as well as the nature and extent of the business activity must be set out in formal Corporate Plans.

AIRPORT SERVICES

Airport services are a critical component of service delivery for Mornington Shire, supporting connectivity, safety, economic participation and overall liveability. As a remote local government area with significant distances between communities and no alternative transport options, reliable air services are essential for residents, businesses and service providers.

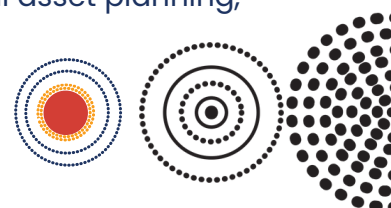
Council-owned and operated airports provide the primary gateway into and out of Gununa, Mornington Island for regular passenger transport, charter operations and essential freight. These services enable residents to access health care, education, government services, as well as cultural and family connections, whilst also supporting local businesses, tourism and workforce mobility.

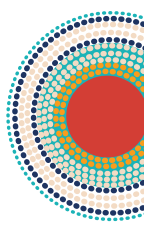
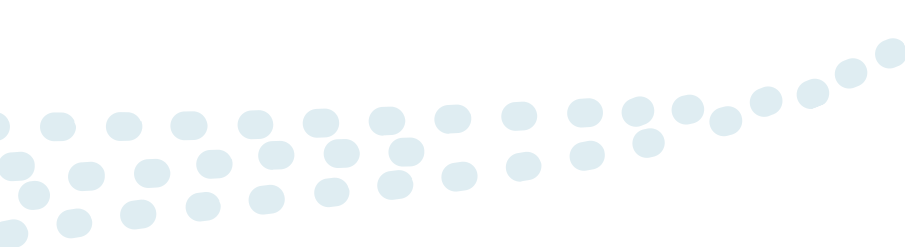
Airport infrastructure is also fundamental to community safety and emergency response. Aeromedical evacuations, disaster management, policing, biosecurity and fire response operations rely on safe, compliant and consistently maintained airport facilities. The ability to support after-hours and seasonal operations is particularly important in the context of severe weather events and medical emergencies.

The delivery of airport services in Mornington Shire presents distinct challenges. Low passenger volumes, long supply chains, exposure to extreme climatic conditions and high maintenance costs place ongoing pressure on Council resources. Revenue from airport operations is limited and does not fully offset operating and compliance costs, resulting in a reliance on operational subsidies and external funding support.

Council holds responsibility for meeting aviation safety and regulatory requirements, including compliance with Civil Aviation Safety Authority (CASA) standards. This includes runway and pavement maintenance, lighting systems, safety management systems, wildlife hazard management and coordination with airlines and aviation service providers. These responsibilities require specialised capability and careful asset planning, in a resource-constrained environment.

cont.





Ensuring the ongoing functionality and safety of Council's airport requires a strategic, long-term approach. Council prioritises asset management planning, risk mitigation and service sustainability to ensure airport infrastructure remains fit for purpose and responsive to both current and future community needs. Partnerships with state and federal governments are essential to securing grant funding for capital works, safety upgrades and resilience improvements.

Through the continued provision and stewardship of airport services, Mornington Shire Council supports strong community connections, improved health and safety outcomes, and economic resilience. The airport is a key enabler of effective service delivery for our remote community.

Council's objective is to ensure that Air T (purchaser of Rex Airlines) continues to provide an affordable, reliable and regular commercial passenger service for Mornington Island, at least five days a week. It is also Council's overarching objective to ensure that Queensland Government subsidised Local Fares flights continue for community members, indefinitely.

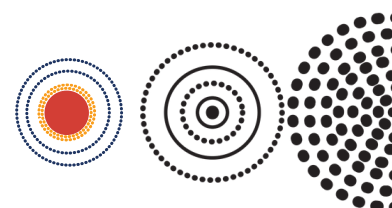
Service Objective 1

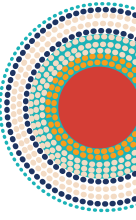
Provide safe, compliant and reliable airport operations

Ensure all airport infrastructure and operations meet aviation safety standards and are available to support regular passenger, emergency and charter services.

Key Performance Indicators:

- Regulatory compliance:
 - 100% compliance with applicable Civil Aviation Safety Authority (CASA) regulatory requirements and standards.
- Runway and infrastructure availability:
 - Runways available for scheduled services \geq 98% of operational time, excluding extreme weather events.
- Safety incidents:
 - Zero preventable aviation safety incidents attributable to Council-managed infrastructure or processes.
- Safety management system:
 - Annual review and update of Airport Safety Management System completed on schedule.





Service Objective 2

Support community access, health and emergency response

Maintain airport capability to support aeromedical, emergency and essential service operations when required.

Key Performance Indicators:

- Aeromedical access:
 - Airports capable of supporting aeromedical flights 24/7, subject to weather and operational constraints.
- Emergency readiness:
 - Emergency response plans reviewed and tested at least once per year.
- After-hours activation:
 - Response time to after-hours emergency flight requests meets agreed service standards.

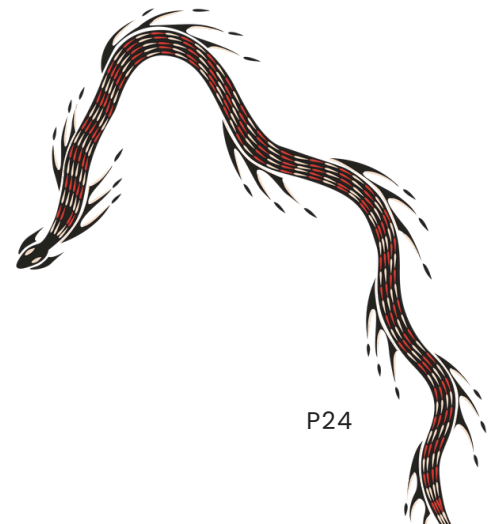
Service Objective 3

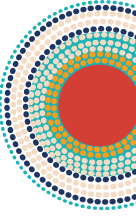
Maintain airport infrastructure to a fit-for-purpose standard

Ensure airport assets are maintained in line with service demand, risk profile and available resources.

Key Performance Indicators:

- Planned maintenance delivery:
 - ≥ 90% of planned airport maintenance activities delivered annually.
- Asset inspections:
 - Airside and critical infrastructure inspections undertaken in accordance with legislated and operational schedules.
- Critical defects:
 - All critical defects addressed within defined risk-based timeframes.





Service Objective 4

Ensure financial sustainability and responsible resource management

Deliver airport services in a financially responsible manner, recognising limited commercial revenue in a remote context

Key Performance Indicators:

- Budget management:
 - Airport operating expenditure maintained within approved annual budget.
- Cost recovery:
 - Transparent monitoring of airport operating costs and revenue, reported annually.
- External funding:
 - Submission of funding or grant applications for eligible airport capital or safety projects each year.
- Grant success rate:
 - Percentage of capital projects delivered with external funding support.

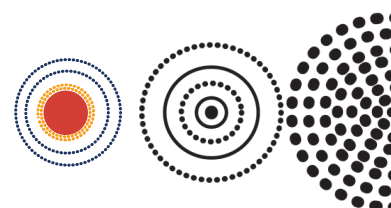
Service Objective 5

Engage and collaborate with aviation and service stakeholders

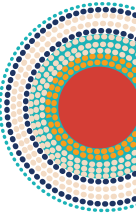
Work constructively with airlines, regulators, emergency services and funding agencies to support sustainable airport operations.

Key Performance Indicators:

- Airline engagement:
 - Regular engagement meetings held with airline operators at least annually.
- Regulator relationships:
 - No unresolved compliance issues raised by CASA or other aviation authorities.
- Stakeholder satisfaction:
 - Positive feedback from key aviation and emergency service stakeholders regarding airport operations and responsiveness.







Service Objective 6

Plan for future service needs and climate resilience

Ensure airport services are resilient to climate impacts and changing community needs.

Key Performance Indicators:

- Long-term planning:
 - Airport asset management plans reviewed and updated in line with Corporate Plan cycles.
- Climate resilience:
 - Identification and prioritisation of climate-related risks to airport infrastructure.
- Capital planning:
 - Forward capital works program maintained for airport safety and resilience upgrades.

HOSPITALITY & ACCOMMODATION SERVICES

Council provides tavern services with alcohol and meals, event management and catering, as well as airport café services, operates a commercial bakery, as well as short term accommodation at the motel and Visitor Accommodation Centre.

ALCOHOL & MEAL SALES (LICENSED PREMISES / BAR & BISTRO)

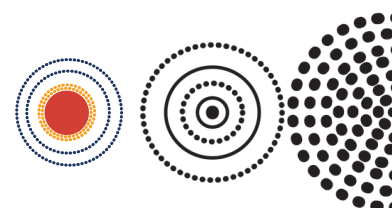
Service Objective 1 – Compliant and Responsible Service

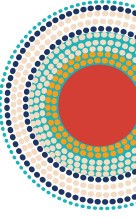
Operate a fully compliant, safe and culturally respectful licensed venue.

KPIs

- Liquor licensing compliance: 100% compliance; zero infringements or enforcement actions (quarterly).
- RSA certification: 100% of on-shift staff hold current RSA; evidence verified monthly.
- Incident reporting: All incidents logged within 24 hours; trend report produced quarterly.

Data sources: Incident register, training records, licensing audits.





Service Objective 2 – Consistent Quality & Customer Experience

Deliver safe, high-quality meals and service that reflect community expectations and cultural context.

KPIs

- Food safety compliance: 100% compliance; zero critical non-conformances in audits.
- Customer satisfaction (bar/bistro): $\geq 85\%$ positive ratings (comment cards/QR survey); response rate $\geq 10\%$ of patrons per quarter.
- Meal delivery time: $\geq 90\%$ of meals served within 20 minutes during standard service, 30 minutes during peak.

Data sources: Food safety audits, POS-linked surveys, service logs.

Service Objective 3 – Financial Performance & Efficiency

Balance community access with cost-effective operations.

KPIs

- Gross profit margin (kitchen): 60–65% average – quarterly.
- Labour cost ratio: $\leq 30\%$ of sales (bar); $\leq 35\%$ of sales (kitchen) – quarterly.
- Stock variance/shrinkage: $\leq 1.5\%$ by value per stocktake; variance investigated within 5 working days.

Data sources: POS, inventory/stocktake sheets, payroll.

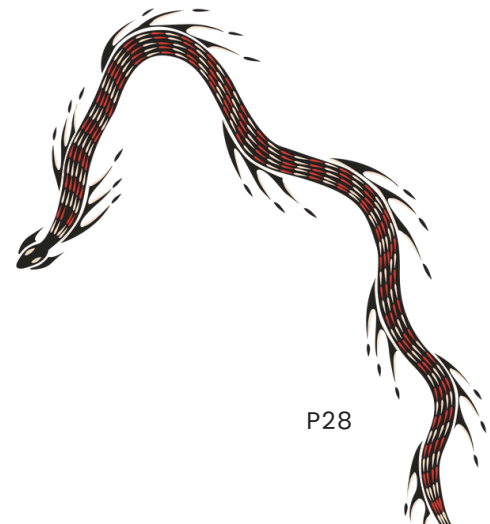
Service Objective 4 – Responsible Community Outcomes

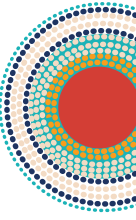
Support harm minimisation and community standards.

KPIs

- Refusal of service procedure compliance: 100% of refusals recorded; monthly review and staff debrief held.
- Patron harm indicators: Downward trend in ejections/refusals over 12 months (contextualised by footfall).

Data sources: Incident/refusal register, staff meetings log.





EVENT MANAGEMENT & CATERING

Service Objective 1 – Safe and Well-Delivered Events

Plan and deliver events that are safe, compliant, and valued by community and partners.

KPIs

- Event safety compliance: 100% approved Event Plans, risk assessments, and permits obtained pre-event.
- Post-event debrief: Completed within 10 business days with action items logged; 100% compliance.
- Critical incidents: Zero preventable incidents attributable to Council processes.

Data sources: Event files, WHS records, debrief templates.

Service Objective 2 – Quality & Stakeholder Satisfaction

Meet client expectations for Council-run and third-party supported events.

KPIs

- Client satisfaction (catering/events): $\geq 85\%$ positive
- On-time delivery: $\geq 95\%$ of event milestones (bump-in/out, service times) achieved.

Data sources: Post-event surveys, run sheets.

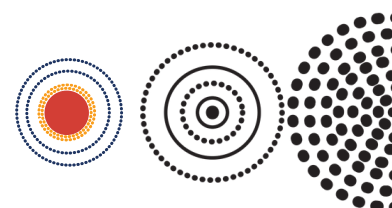
Service Objective 3 – Cost Recovery & Value

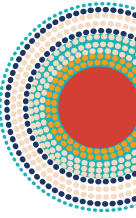
Ensure financial transparency and sustainable service levels.

KPIs

- Cost recovery rate: $\geq 80\text{--}100\%$ (community events) and $\geq 100\%$ (commercial events/catering), per policy.
- Budget variance: $\leq \pm 5\%$ per event/project.
- Sponsorship/grants: Minimum 1–2 successful applications per year for signature events.

Data sources: Event budgets, GL reports, grants register.





CAFE SERVICES

Service Objective 1 – Safe Food & Consistent Service

Operate a welcoming café with reliable quality.

KPIs

- Food safety compliance: 100% compliance; zero critical non-conformances.
- Service time: $\geq 90\%$ of coffee orders < 6 minutes; $\geq 90\%$ of food orders < 15 minutes.
- Customer satisfaction: $\geq 85\%$ positive ratings (QR survey / short form).

Data sources: Food safety audits, time checks, survey data.

Service Objective 2 – Commercial Discipline in a Remote Context

Maintain sustainable operations while supporting community access.

KPIs

- Gross profit margin: 60–65% (food) – quarterly.
- Waste ratio: $\leq 5\%$ by value (weekly measurement; trend quarterly).
- Labour cost ratio: $\leq 35\%$ of sales (rolling quarter).

Data sources: POS, wastage logs, payroll.

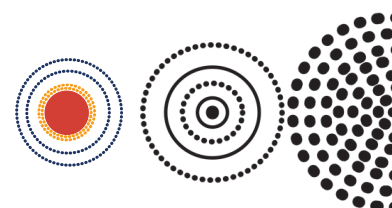
Service Objective 3 – Community Access & Healthy Choices

Offer accessible and healthy options, mindful of cultural considerations.

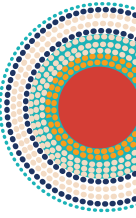
KPIs

- Healthy options availability: $\geq 30\%$ of menu items meet “healthy” criteria (locally defined policy).
- Price accessibility: Concessional pricing available per policy; annual review completed.

Data sources: Menu analysis, pricing policy reviews.







COMMERCIAL BAKERY

Service Objective 1 – Food Safety & Quality Assurance

Consistently produce safe, high-quality baked goods.

KPIs

- Food safety compliance: 100% compliance; zero critical issues.
- Batch quality pass rate: $\geq 98\%$ pass against spec (weight, texture, bake colour).
- Product recall readiness: Annual mock recall completed within target timelines.

Data sources: QA logs, batch sheets, recall drill records.

Service Objective 2 – Production Efficiency & Yield

Maximise throughput and minimise waste given remote supply chains.

KPIs

- Yield variance: $\leq 2\%$ variance from recipe standard (flour and key inputs).
- On-time production: $\geq 95\%$ of scheduled batches completed on time.
- Input waste/spoilage: $\leq 3\%$ by value per month.

Data sources: Production schedules, inventory, waste logs.

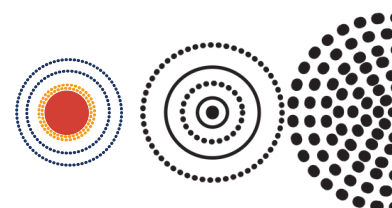
Service Objective 3 – Commercial Performance & Distribution Reliability

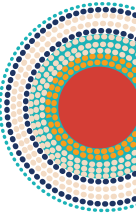
Support local retail, Council outlets, and wholesale partners.

KPIs

- Order fulfilment rate: $\geq 98\%$ full and on-time to internal/external customers.
- Gross profit margin: $\geq 45\text{--}55\%$ by product line (tracked monthly).
- Delivery continuity: Zero missed delivery days due to controllable factors.

Data sources: Sales orders, delivery logs, costings.





MOTEL & SHORT-TERM VISITOR ACCOMMODATION

Service Objective 1 – Clean, Safe, and Culturally Respectful Stays

Provide consistent, safe, and welcoming accommodation.

KPIs

- Room readiness: $\geq 90\%$ rooms cleaned and available by check-in time.
- Housekeeping quality audits: $\geq 95\%$ pass rate; corrective actions closed in 5 working days.
- Guest satisfaction: $\geq 85\%$ positive scores; complaints resolved within 5 working days.

Data sources: Housekeeping inspections, guest surveys, complaints register.

Service Objective 2 – Operational Reliability & Compliance

Ensure reliable facilities and statutory compliance.

KPIs

- Critical asset uptime (HVAC, hot water, fire): $\geq 98\%$ availability.
- Fire & safety compliance: 100% of inspections and tests on schedule; actions closed within 30 days.
- After-hours response: ≤ 30 minutes triage; ≤ 2 hours resolution/temporary fix for urgent issues.

Data sources: Maintenance CMMS, compliance certificates, callout logs.

Service Objective 3 – Financial Performance

Balance community needs with commercial sustainability.

KPIs

- Occupancy rate: Target set seasonally (e.g., 45–60% annualised).
- Average Daily Rate (ADR): Maintain ADR within $\pm 5\%$ of approved pricing strategy.
- RevPAR (Revenue per Available Room): Year-on-year growth \geq CPI + 1–2% (subject to market).
- Labour cost ratio (rooms division): $\leq 25\text{--}30\%$ of room revenue.

Data sources: PMS/booking system, GL, payroll.

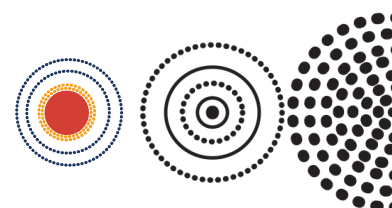
Service Objective 3 – Market Access & Channel Management

Maximise access for essential workers, community visitors, and responsible tourism.

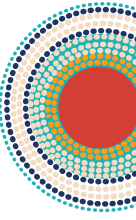
KPIs

- Channel mix: $\leq 15\%$ high-commission channels (if used); $\geq 70\%$ direct or low-commission bookings.
- Block bookings service level: 100% of priority block bookings managed per policy (e.g., health, essential services)..

Data sources: PMS/channel manager, booking policy register.







MECHANICAL WORKSHOP

The mechanical workshop is intended to deliver safe, reliable, and cost-effective maintenance for Council's plant, fleet, small engines, and community vehicles.

Strategic Goal 1 – Asset Reliability & Service Continuity

Keep priority plant and fleet operational to support essential service delivery (roads, waste, water, airport, community services).

KPIs

- Fleet availability (priority assets): $\geq 95\%$ availability for critical plant (graders, water/sewer utilities vehicles, airport ops vehicles, waste trucks).
- Mean time to repair (MTTR): ≤ 3 business days for priority assets; ≤ 10 business days for non-priority (depending on part availability).
- Planned vs unplanned maintenance ratio: $\geq 70:30$ planned to unplanned hours.
- Breakdown rate: ≤ 2 unscheduled breakdowns per 1,000 operating hours for priority plant.

Data sources: CMMS/maintenance logs, operations rosters, hour meters, job cards.

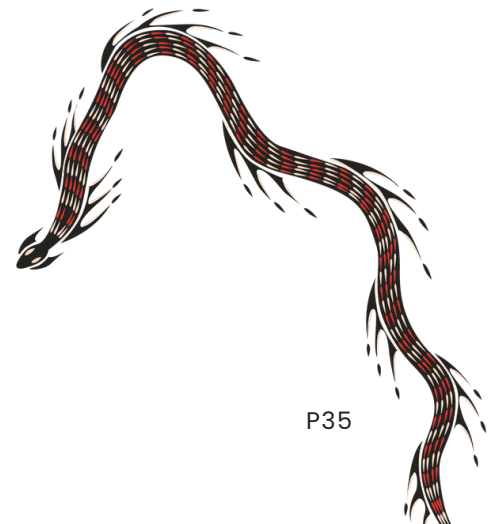
Strategic Goal 2 – Safety & Compliance

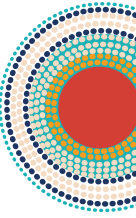
Meet or exceed statutory requirements and Council WHS standards.

KPIs

- WHS incidents: Zero lost-time injuries; 100% hazards reported within 24 hours.
- Compliance inspections: 100% completion of scheduled safety inspections (hoists, lifting gear, electrical test & tag, pressure vessels) by due dates.
- Roadworthiness & defect closures: 100% roadworthy inspections on schedule; $\geq 95\%$ defects closed within target timeframes (risk-based).
- Environmental compliance (workshop): Zero spills reaching stormwater/ground; spill drills conducted annually.

Data sources: WHS system, inspection registers, defect logs, environmental incident register.





Strategic Goal 3 – Lifecycle Management & Cost Control

Optimise whole-of-life costs through preventive maintenance, standardisation, and timely replacement.

KPIs

- Maintenance cost per operating hour (priority plant): Within $\pm 10\%$ of benchmark/baseline.
- Preventive maintenance (PM) completion: $\geq 95\%$ of PM tasks completed by due date.
- Repeat defects: $\leq 5\%$ repeat work within 90 days of closure on same fault.
- Fuel and parts procurement compliance: 100% via approved suppliers/contracts (where available); exceptions documented.

Data sources: Finance GL, CMMS, procurement records, parts inventory.

Strategic Goal 4 – Capability, Quality & Customer Service

Build local capacity and deliver dependable turnaround with clear communication..

KPIs

- First-time fix rate: $\geq 85\%$ for standard jobs (defined scope).
- Job turnaround (standard services): $\geq 90\%$ completed within agreed service level (e.g., light vehicle service within 5 working days of booking).
- Internal customer satisfaction: $\geq 85\%$ positive ratings from service units (roads, water, waste, airport).
- Training currency: 100% mechanic/tech staff current for mandatory tickets (e.g., WHS, confined space if used, plant service competencies).

Data sources: Job cards, service SLAs, internal survey, HR training matrix.

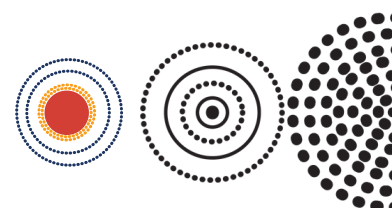
Strategic Goal 5 – Inventory & Supply Resilience

Ensure critical spares and consumables are on hand despite long supply chains.

KPIs

- Critical spares availability: $\geq 95\%$ availability for defined list (filters, tyres, hydraulic fittings, belts).
- Stock variance: $\leq 2\%$ by value per stocktake; variances investigated within 5 working days.
- Backorder lead time: Average lead time \leq baseline + 20% (report quarterly; set local baseline).
- Obsolescence write-offs: $\leq 1\%$ of annual inventory value.

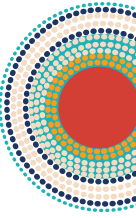
Data sources: Inventory system/stocktake sheets, supplier reports.





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PLEASE
PUMP FUEL, GO TO SELF-SERVE
PAYMENT KIOSK TO PRE-AUTHORIZE
YOUR PAYMENT



FUEL SERVICES

The intention of fuel services is to provide safe, reliable, and compliant fuel storage and dispensing to support Council operations, essential services, and community access, with strong environmental stewardship.

Strategic Goal 1 – Safety, Environmental Protection & Compliance

Operate fuel storage and dispensing in line with legislative, environmental, and WHS requirements.

KPIs

- Regulatory compliance: 100% completion of inspections, calibrations, leak detection and integrity tests by due dates.
- Spill incidents: Zero Category 1 environmental incidents; all minor spills contained and recorded; corrective actions closed within 10 business days.
- Training: 100% relevant staff trained in hazardous substances handling, spill response, and emergency procedures.
- Emergency readiness: Annual fuel spill/emergency drill completed; actions closed within 30 days.

Data sources: Compliance register, maintenance/testing certificates, training records, incident logs.

Strategic Goal 2 – Supply Continuity & Resilience

Ensure fuel availability for essential services despite remote logistics, weather, and maritime/road disruptions.

KPIs

- Stockout events (controllable): Zero stockouts for diesel/petrol; force majeure excluded.

- Days of cover: Maintain ≥ 21 days diesel cover and ≥ 14 days ULP cover against average demand (set local baseline).
- Supplier performance: $\geq 95\%$ on-time deliveries to agreed window; exceptions documented.
- Contingency readiness: Reviewed and approved Fuel Supply Contingency Plan annually (alt suppliers, rationing triggers, priority usage list).

Data sources: Tank gauges/dip logs, delivery dockets, supplier KPIs, contingency plan.

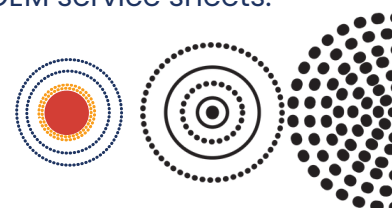
Strategic Goal 3 – Quality Assurance & Equipment Reliability

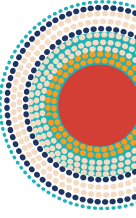
Protect asset health and ensure dispensing accuracy and product quality.

KPIs

- Fuel quality tests: Scheduled water/particulate tests completed monthly (or per OEM); 100% corrective actions on out-of-spec results.
- Meter calibration accuracy: Dispensers within $\pm 0.5\%$ of volume; calibration completed bi-annually (or as required).
- Equipment uptime: $\geq 98\%$ availability of pumps and card readers (excluding planned maintenance).
- Filtration change compliance: 100% filter changes performed within interval; records maintained.

Data sources: QA logs, calibration certificates, maintenance records, OEM service sheets.





Strategic Goal 4 – Financial Stewardship & Transparency

Manage fuel as a high-value commodity with clear pricing, loss control, and reporting.

KPIs

- Fuel loss/shrinkage: $\leq 0.5\%$ of throughput (reconciled monthly: deliveries vs sales vs tank readings).
- Price policy compliance: 100% pricing updates per approved policy (including freight and margin rules); review annually.
- Receivables control (community/agency accounts): $\geq 95\%$ invoices paid within 30 days; ageing >60 days $\leq 5\%$ of outstanding.
- Operating cost transparency: Quarterly report of landed cost, margin, utilities, maintenance, and shrinkage to EMT/Council.

Data sources: POS/card system, finance GL, meter readings, tank reconciliation sheets, debtor reports.

- Policy review: Annual review of Fuel Management Policy (environmental controls, pricing, access, after-hours).
- Data integrity: 100% of transactions captured via approved systems; manual issues logged and reconciled within 2 business days.

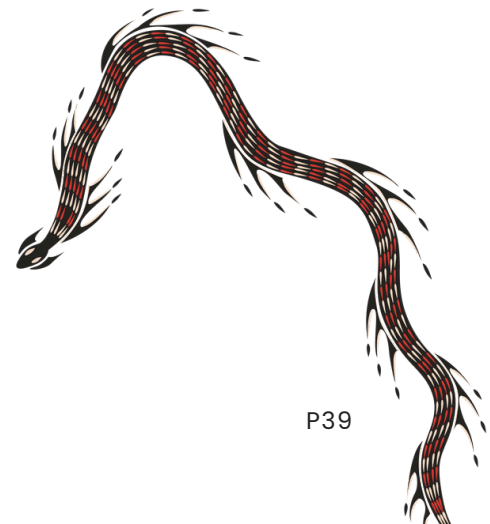
Data sources: Policy register, customer feedback, POS/issue logs, audit trails.

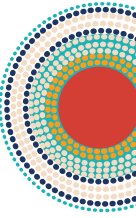
Strategic Goal 5 – Governance, Access & Community Outcomes

Provide equitable access aligned to community priorities and essential services.

KPIs

- StPriority access protocols: 100% adherence to priority dispensing during supply constraints (health, emergency, essential services).
- Customer service: $\geq 85\%$ positive feedback (where public sales provided); complaints resolved within 5 working days.





WAREHOUSING SERVICES

The purpose of warehousing services is to provide safe, compliant, and reliable storage, handling, and distribution of materials, parts, and consumables to ensure continuity of essential Council services in a remote supply chain environment.

Strategic Goal 1 – Safety, Compliance & Risk Management

Operate stores in line with WHS, environmental and dangerous goods requirements.

KPIs

- WHS incidents: Zero lost-time injuries (LTIs); 100% hazard/near-miss reports submitted within 24 hours.
- Compliance inspections: 100% of scheduled inspections completed on time (racking, lifting gear, forklifts, fire systems, eyewash, spill kits).
- Dangerous goods compliance: 100% current Safety Data Sheets for all hazardous items; segregation and labelling audits \geq 95% pass rate.
- Emergency readiness: Annual evacuation and spill response drills completed; actions closed within 30 days.

Data sources: WHS system, inspection registers, manifests, drill records.

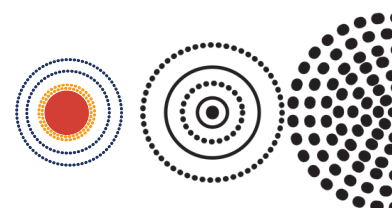
Strategic Goal 2 – Inventory Accuracy & Control

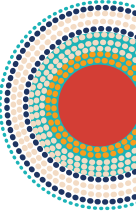
Ensure stock integrity to support operational planning and financial transparency.

KPIs

- Stock accuracy (cycle counts): \geq 98% by count; \geq 97% by value.
- Annual stocktake variance: \leq 2% by value; all variances investigated within 5 business days.
- Transaction timeliness: 100% issues/receipts posted in system within 1 business day.
- Traceability: 100% of critical items (e.g., water treatment chemicals, airport spares) tracked with batch/lot numbers.

Data sources: Inventory system/ERP, stocktake sheets, cycle count logs.





Strategic Goal 3 – Availability & Service Continuity

Keep critical materials available despite long lead times and seasonal disruption.

KPIs

- Critical spares availability: $\geq 95\%$ on defined critical list (pipes/fittings, plant filters/tyres, electrical spares, treatment chemicals).
- Days of cover: Maintain ≥ 30 days cover for selected critical categories (set local baselines by usage).
- Stockouts (controllable): Zero stockouts of critical items; noncritical stockouts trend down quarter-on-quarter.
- Backorder lead time: Average lead time \leq baseline + 20%; expedite actions applied and recorded.

Data sources: Min/max reports, usage histories, supplier ETAs, critical items register.

Strategic Goal 4 – Operational Efficiency & Throughput

Move goods safely and on time to internal customers and worksites.

KPIs

- Order fulfilment (internal requisitions): $\geq 95\%$ of lines fulfilled in full and on time (OTIF) to agreed SLA.
- Receiving cycle time: $\geq 90\%$ of deliveries receipted and shelved within 2 business days of arrival (subject to QA checks).
- Put-away accuracy: $\geq 99\%$ items placed in correct location (audit).
- Picking errors: $\leq 0.5\%$ of lines picked (monthly).

Data sources: ERP timestamps, pick/pack logs, QA checks.

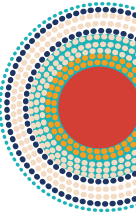
Strategic Goal 5 – Cost Management & Value for Money

Control holding costs, waste, and procurement leakages.

KPIs

- Inventory holding value: Within $\pm 10\%$ of approved working capital target (seasonally adjusted).
- Obsolescence/write-offs: $\leq 1\%$ of annual average inventory value; ageing > 365 days reduced quarter-on-quarter.
- Freight efficiency: Consolidated shipments $\geq 70\%$ of orders where feasible; premium/urgent freight $\leq 10\%$ of total freight spend.
- Procurement compliance: 100% of purchases via approved suppliers/contracts (where available); exceptions documented.

Data sources: Finance GL, ERP ageing, procurement records, freight invoices.



Strategic Goal 6 – Quality Assurance & Storage Conditions

Protect asset life and maintain material quality.

KPIs

- Condition audits: Quarterly location and condition inspections completed; corrective actions closed $\geq 90\%$ within target.
- Environmental controls: Temperature/ humidity checks for sensitive goods (where applicable) logged 100%; excursions investigated within 2 business days.
- Packaging integrity: $\leq 0.5\%$ damages on receipt or in storage (by value).

Data sources: QA logs, condition audit reports, environment logs.

Strategic Goal 7 – Service Experience & Collaboration

Provide responsive service to internal customers and support planned works.

KPIs

- Internal customer satisfaction: $\geq 85\%$ positive ratings from operational units (roads, water, waste, airport, facilities).
- Forward works alignment: Monthly coordination meeting held with each major service area; agreed materials plans published and updated.
- Issue resolution time: $\geq 90\%$ of service tickets (queries/discrepancies) resolved within 3 business days.

Data sources: Survey results, meeting minutes, service desk logs.

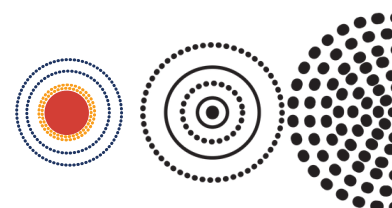
Strategic Goal 8 – Supply Chain Resilience & Continuity Planning

Anticipate disruptions and maintain options.

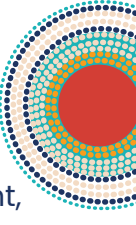
KPIs

- Alternate suppliers: At least 2 viable suppliers identified for each critical category (where market allows).
- Continuity plans: Annual review of Supply Chain Contingency Plan (cyclones/monsoon, maritime delays, road closures).
- Risk monitoring: Quarterly review of supplier performance (OTIF, quality) and high-risk SKUs with mitigation actions.

Data sources: Supplier scorecards, risk register, contingency plan.







FUNERAL & CEMETERY SERVICES

The purpose of funeral and cemetery services is to provide respectful, culturally safe, compliant, and timely funeral and cemetery services—including burial, memorialisation, cemetery maintenance, and support for families—ensuring dignity, access, and continuity for communities across the Shire.

Strategic Goal 1 – Cultural Safety, Dignity & Community Protocols

Deliver services that respect local cultural practices, grieving customs, and community expectations.

KPIs

- Cultural protocol adherence: 100% of services planned and delivered in accordance with documented cultural guidance and family wishes (verified in service checklist).
- Family engagement: Initial contact and planning meeting offered within 1 business day of notification and confirmed in writing (or agreed format).
- Community satisfaction: ≥ 90% positive feedback from families on respect, communication, and cultural safety (post-service survey or yarning process).
- Staff cultural capability: 100% frontline staff complete annual cultural awareness/refresher training relevant to local context.

Data sources: Service checklists, family feedback forms/records, training register, protocol guidelines.

Strategic Goal 2 – Compliance, Governance & Records Management

Meet legal and regulatory obligations for funerals, burials, cremation coordination (if applicable), and cemetery management, in collaboration with funeral homes.

KPIs

- Statutory compliance: 100% of required permits, authorisations, and documentation (e.g., burial rights, burial registers, interment authorisations) completed and filed prior to service.
- Records accuracy: 100% accurate cemetery map and burial register entries within 2 business days of interment.
- Privacy & consent: 100% consent forms and identity verification completed and securely stored (audit pass ≥ 95%).
- Policy currency: Annual review of Funeral & Cemetery Management Policy; all changes communicated to staff and stakeholders.

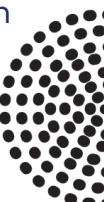
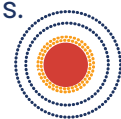
Data sources: Cemetery/burial register, document control system, internal audits, policy register.

Strategic Goal 3 – Accessibility, Equity & Timeliness

Ensure timely, affordable access to funeral services, including supports for remote and vulnerable families.

KPIs

- Service scheduling: ≥ 95% of funerals held on the agreed date/time (weather/logistics exceptions noted).
- Assistance pathways: 100% of eligible families informed of financial assistance options and travel/logistics support (where available) at early meeting.
- Fee policy compliance: 100% services priced per approved schedule; concessional or hardship provisions applied per policy with documented approvals.



- Transport/logistics readiness: For remote burials, logistics plan (transport, mortuary, gravesite prep) completed \geq 24 hours prior to service.

Data sources: Service plans/run sheets, booking system, fee records, logistics checklists.

Strategic Goal 4 – Operational Excellence & Service Quality

Plan and deliver services to a consistently high standard with minimal disruption or error.

KPIs

- On-time service milestones: \geq 95% of key milestones met (viewing times, procession start, graveside setup, clergy/celebrant arrival).
- Error rate: \leq 1% administrative or operational errors (e.g., documentation discrepancies, misallocated plots) per quarter; 100% rectified within 2 business days.
- Supplier coordination: \geq 95% on-time performance from external partners (e.g., Funeral homes, Court Houses, coffin suppliers and hospital) where arranged by Council.
- Continuous improvement: 100% post-service debriefs completed for Council-led funerals; actions closed within 30 days.

Data sources: Run sheets, incident/error logs, supplier scorecards, debrief records.

Strategic Goal 5 – Cemetery Assets, Grounds & Safety

Maintain cemeteries, memorial areas and related infrastructure to a safe, dignified, and presentable standard.

KPIs

- Grounds condition rating: \geq 90% locations meet 'good or better' standard in monthly inspections (paths, fencing, shade, water points, seating).

- Gravesite preparation quality: 100% grave prep completed to specification and verified before service (depth, alignment, shoring, safety barriers).
- Safety compliance: 100% completion of scheduled inspections (monument stability checks, trip hazards, machinery/plant, burial shoring equipment).
- Maintenance completion: \geq 90% of planned grounds and asset maintenance tasks delivered each quarter.

Data sources: Cemetery inspection checklist, maintenance logs/CMMS, WHS inspection records.

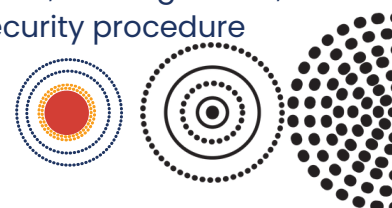
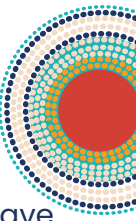
Strategic Goal 6 – Health, Safety & Biosecurity

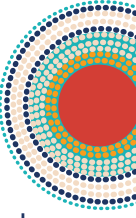
Protect the health and safety of families, staff, and contractors, including safe handling and storage.

KPIs

- WHS incidents: Zero lost-time injuries; 100% incident/hazard reports submitted within 24 hours.
- Manual handling compliance: 100% staff trained and assessed for manual handling and burial equipment use; refresher annually.
- Mortuary controls (if applicable): Temperature logs 100% complete; excursions investigated within 1 business day.
- Infectious disease protocols: 100% compliance with PPE and handling protocols when required.

Data sources: WHS system, training matrix, temperature logs, biosecurity procedure records.





Strategic Goal 7 – Financial Stewardship & Transparency

Maintain a sustainable service with clear pricing, cost control, and reporting.

KPIs

- Budget variance: Operating expenditure within ±5% of approved budget (quarterly).
- Cost recovery: Recovery against fee schedule reported quarterly; concessions/hardship, funeral fund accounted transparently.
- Procurement compliance: 100% purchases through approved suppliers/contracts; exceptions documented.
- Asset lifecycle planning: 5-year capital/renewal plan for cemetery infrastructure reviewed annually.

Data sources: Finance GL, fee register, procurement system, asset management plan.

Strategic Goal 8 – Community Information, Consent & Support

Provide clear information and compassionate guidance throughout the process.

KPIs

- Information pack provision: 100% families receive an accessible information pack (process, choices, cultural considerations, costs, assistance options) at first meeting.
- Complaint/feedback resolution: ≥ 90% of complaints/feedback resolved within 5 business days (or agreed plan).
- Service options availability: Maintain and communicate service options (viewings, graveside, memorials, cultural protocols, clergy/celebrant choices); review annually.
- Accessibility of records: Burial and plot maps available to public (on request) within 2 business days; sensitive details handled per privacy rules.

Data sources: Client file checklist, feedback register, service options schedule, records access log.

CONCRETE BATCHING PLANT

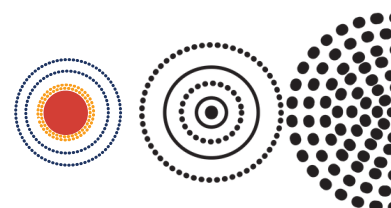
Strategic Goal 1: Reliable, high-quality concrete supply that meets Council works programs and external demand

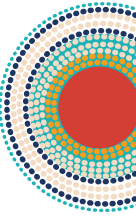
KPIs

- Concrete output vs plan (m³ produced / m³ scheduled)
 - Target: ≥ 95%
- Batch accuracy variance (cement & aggregate tolerance)
 - Target: ±1% cement; ±2% aggregates
- Plant downtime (unplanned hours per month)
 - Target: ≤ 5%
- On-time order fulfilment
 - Target: ≥ 95%
- Rejected or returned loads (% of total)
 - Target: ≤ 1%

Risk Mitigations

- Preventive maintenance schedule for mixers, conveyors, silos and weigh systems
- Critical spare parts held on-site (load cells, belts, sensors)
- Moisture probes calibrated weekly in wet season
- Daily pre-start plant inspections with sign-off





Strategic Goal 2 – Produce concrete that consistently meets Australian Standards and project specifications

KPIs

- Compressive strength conformity (% passes at 7 & 28 days)
 - Target: 100% compliant
- Slump test compliance
 - Target: 100% within spec at dispatch
- Batch records completed correctly
 - Target: 100%
- Non-conformances raised and closed
- Target: Close ≥ 95% within 10 days

Risk Mitigations

- Adherence to AS 1379 / AS 3600 mix design standards
- Retained samples for audit and dispute resolution
- Independent testing regime at defined frequencies
- Locked mix designs in batching software (authorised changes only)

Strategic Goal 3 – Minimise environmental impact & ensure regulatory compliance

KPIs

- Dust exceedances
 - Target: 0 environmental breaches
- Wash-out water pH compliance
 - Target: 100% within licence limits
- Waste concrete reuse/recycling rate
 - Target: ≥ 90%
- Water usage per m³ of concrete
 - Target: Year-on-year reduction

Risk Mitigations

- Bunded wash-out pits with routine desilting
- Stormwater diversion from production areas
- Dust suppression systems (sprays, enclosures)
- Spill kits and response drills
- Environmental licence audits and logbooks

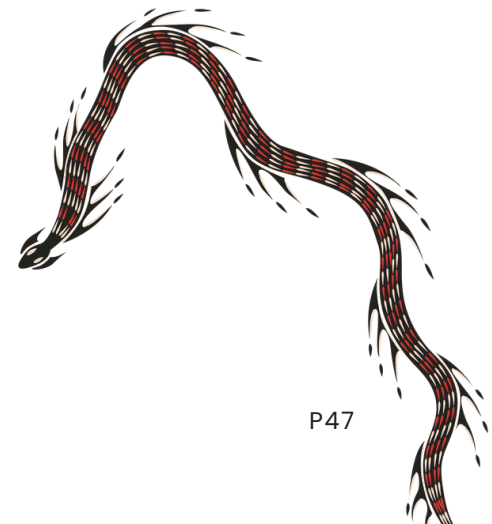
Strategic Goal 4: Maintain continuity of operations despite logistics constraints

KPIs

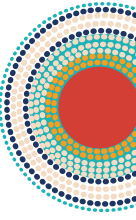
- Days of cement supply on hand
 - Target: ≥ 14–21 days (remote settings)
- Aggregate stock coverage
 - Target: ≥ 30 days
- Weather-related shutdown days
 - Target: Tracked and planned

Risk Mitigations

- Wet season stockpiling strategy
- Secondary supplier agreements
- Material quality verification at receipt
- Contingency mixes for alternative aggregates
- Barge / freight window planning (if applicable)







7. FINANCIAL SUSTAINABILITY

Council maintains prudent financial management, sustainability ratios, and renews funding. Key risks (grant timing, cost escalation, supply chains, workforce) are managed through phased delivery and robust procurement.

8. RISK MANAGEMENT & COMPLIANCE

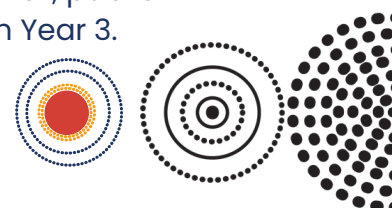
Enterprise risks include financial, workforce, essential services reliability, cyber security, WHS, audit program and business continuity planning.

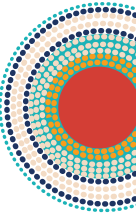
9. COMMUNITY ENGAGEMENT & PARTNERSHIPS

Council engages through local stakeholder groups, community meetings and accessible updates. Partners include (but are not limited too) Gulf Regional Aboriginal Corporation, Traditional Owners, Mirndiyan Gununa Aboriginal Corporation (MGAC), Mornington Island State School, Mornington Island Hospital, North West Remote Health, Selectability , 54 Reasons, Mission Australia, Rise Ventures, Queensland Police Service and a number of Queensland Government and Commonwealth Government agencies.

10. PERFORMANCE, REPORTING & REVIEW

KPIs are set annually in the Operational Plan with quarterly reports to Council, public updates in the Annual Report, an annual review, and a mid-term refresh in Year 3.





11. NOTES ON TAILORING & FEASIBILITY

Population scaling and participation targets

Targets are sized to Gununa's 2021 population of 1,022 with ~80% Aboriginal and/or Torres Strait Islander people, ensuring realistic uptake and delivery at community scale.

Water quality and timing of improvements

Water quality targets (e.g., $\geq 98\%$ rising to 100% compliance, zero boil-water alerts post-commissioning) reflect the Mornington Island Water Supply—Stage 1 upgrade schedule and the stabilisation period after commissioning.

Service standards and operational constraints

Essential services measures (water, wastewater, waste, roads) align to Council service commitments and reporting cycles, while recognising remote supply chains (barge, air) and the need for planned maintenance to achieve reliability.

Partnership-based delivery

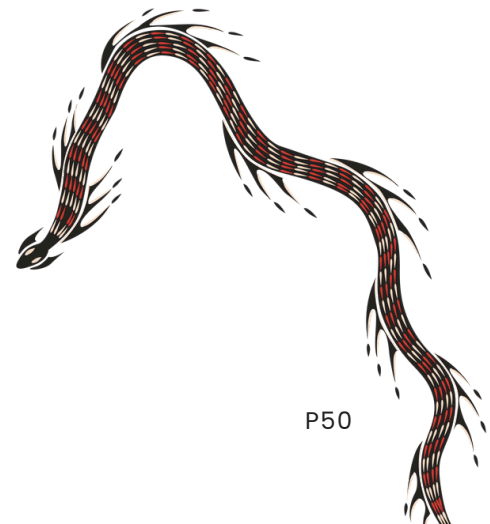
Wellbeing, health and learning targets assume joint delivery with Mornington Island Hospital (NWHHS), Mornington Island State School (P-10) and Rise Ventures. Caring for country targets assume collaboration with Gulf Regional Aboriginal Corporation, Traditional Owners, as well as Wellesley Islands Ranger land and sea programs.

Governance and quarterly reporting

Quarterly reporting against these targets aligns with Queensland local government planning and accountability practices (Corporate Plan → Operational Plan → Quarterly reports → Annual Report).

Governance and quarterly reporting

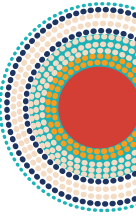
Quarterly reporting against these targets aligns with Queensland local government planning and accountability practices (Corporate Plan → Operational Plan → Quarterly reports → Annual Report).





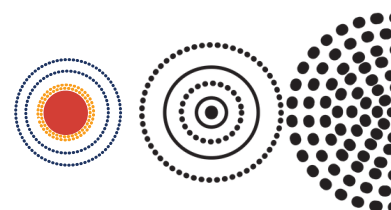
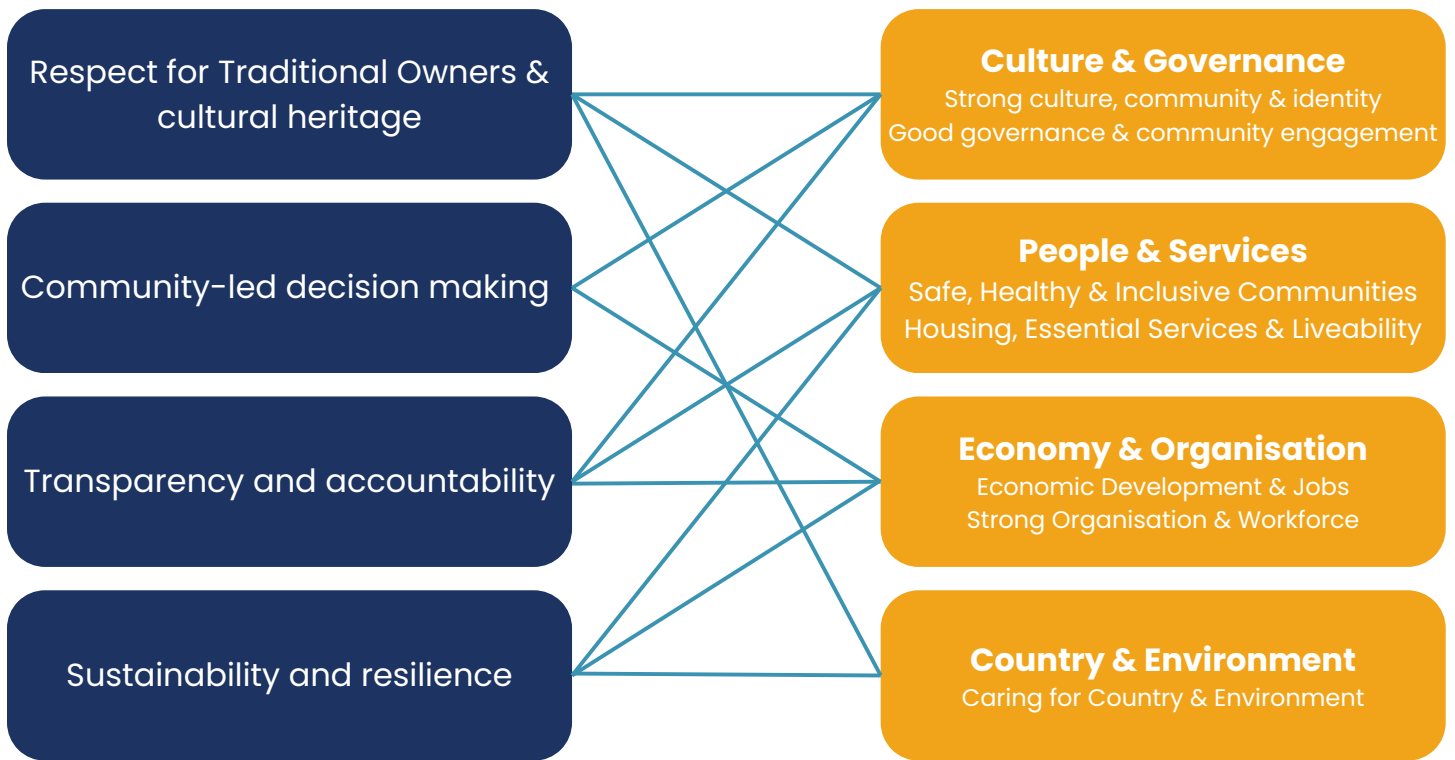
APPENDICES

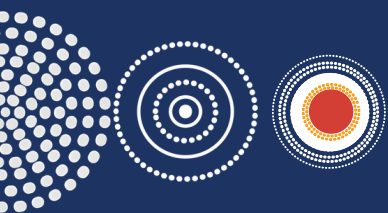




APPENDIX A: Values to Strategy Visual

This diagram shows how Council’s Values inform and connect to each Strategic Priority cluster used in this Corporate Plan.





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**MORNINGTON
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