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# **Doomadgee Aboriginal Shire Council Corporate Plan 2020-2024**

(As amended by Council - 21 May 2020 and 19 November 2020)

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# Message from the Acting Mayor Councillor Jason Ned



It is vital for Council to provide leadership to its community – strong leadership to create and drive a Vision for the future. Council can help our Community come together to answer questions of

What is possible for our community?  
What are the priorities?  
What is going to make a difference?  
What do we want to achieve?

Council's Corporate Plan provides a framework for the future using Council's Values and Mission to underpin the goals and strategies required to deliver on priorities for the community.

The Corporate Plan is Council's shared vision for our Shire and Community. The Plan provides a clear direction to consolidate and extend the work carried out over past years. The Plan focuses on key issues of governance, economic development, environmental protection, community and human services, disaster management, waste management, infrastructure and public health.

The expectation of Council is stakeholders will embrace the Corporate Plan and our shared Vision and cooperate with us to create positive and sustainable outcomes for the future of Doomadgee.

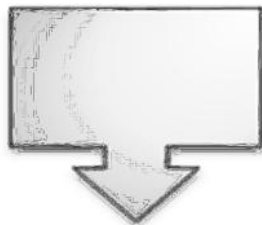
# The planning framework for the Doomadgee Community and its Council



**Corporate Plan** - What Council aims to achieve for its community



**Operational Plan** - Specific projects to achieve long term goals



**Budget** - What resources are to be applied

# Community Values

Council has a number of values which are important to the Community. They define and guide the Community. They need to be upheld in all Council decisions on behalf of the Community.

**Respect** underpins our society. Respect for ourselves, our families, others and our country. Respect is critical to our communities at so many levels. It is about what we say and how we behave. It is important for our leaders to lead by example when it comes to respect. We must respect each other in our culture, achievements and successes.

**Leadership** takes the Community forward. The Community needs good leadership. An important role of leaders is to nurture the next generation of leaders in the Community. Without leadership, the future will not be as positive.

**Empowerment** of individuals to make choices and to transform those choices into positive actions and outcomes will benefit the entire community of Doomadgee.

**Family** is crucial to the future of the Community and to maintaining the Community values.

# Community Vision and Council Mission

Council's vision for the community is based on its core values. The vision focuses on the community and the empowerment of the people, development of future leaders, and the importance of respect in the community.

## **Council's Vision:**

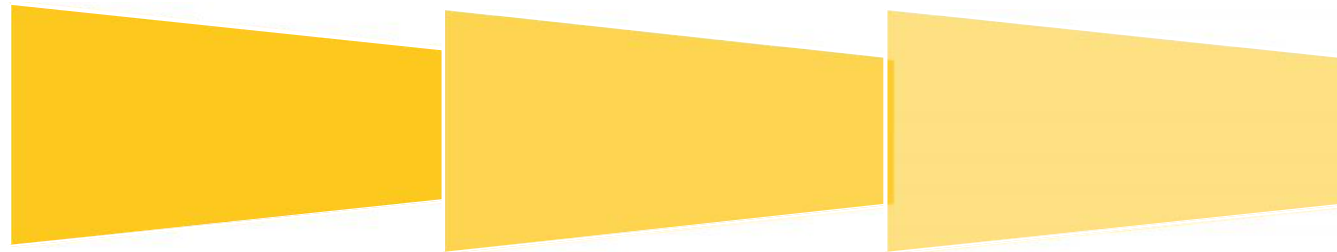
**Doomadgee Aboriginal Shire Council (DASC) aims to deliver a high level of sustainable future growth to the Community through strong leadership and respect for all community members, Council sees a future where indigenous culture and heritage is nurtured in a safe cohesive community.**

## **Council's Mission:**

**Council exists to lead and serve the Community in an efficient and effective manner, ensuring all the Community has appropriate amenities and the best possible quality of life.**

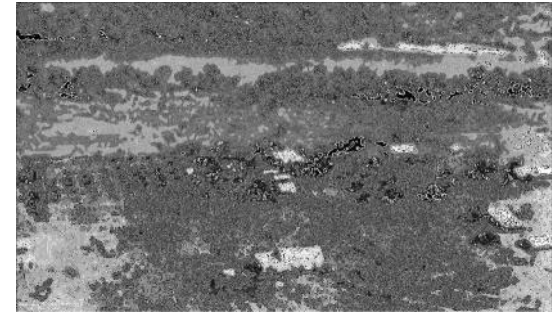
# The Corporate Plan Context

In order to plan for the future, Council need to understand where the Community have come from. The past history and the current environment to set the context for the future. This section of the Corporate Plan puts the future into context.



# Where Doomadgee has come from

The people have inhabited these lands for thousands of years. Many of the residents are Traditional Owners of the lands in this region. The traditional homelands of The Gangalidda and the Waanyi people lie in and around the Doomadgee Shire. There are also Garrawa and Yunjulla people and a range of people from Indigenous nations across Australia have made Doomadgee their home.



Doomadgee Mission, 1950

The original Mission, known as 'Old Doomadgee' was established in 1931 close to the coast of the Gulf of Carpentaria. Following a cyclone, the mission was moved to its current site on the Nicholson River in 1936.

In 1983 the Queensland Government assumed responsibility for the administration and management of the then Doomadgee Mission. In 1984 the Community Services (Aborigines) Act 1984 was enacted which established the Doomadgee Aboriginal Community Council which operated for 26 years.

In July 2010 under the Local Government Act 2009 the Doomadgee Aboriginal Shire Council was established. The Council is represented by a Mayor and four Councillors who are elected every four years.



# Doomadgee Today

Covering an area of 186,300 hectares Doomadgee is a Deed of Grant in Trust (DOGIT) Community. It is situated within the Burke Shire but governed by the Doomadgee Aboriginal Shire Council. Doomadgee is approximately 100kms North West of Burketown and 130kms East of the Northern Territory Border. It is 630kms by road to Mt Isa and 1035 kms west of Cairns.

Council's population is 1405 (50.5% Males, 49.5% Females) based on the 2016 Census. Aboriginal and Torres Strait Islander people make up 93.7% of the population. Some key statistical indicators of the community are;

- ) The median weekly household income for people is \$1082 compared to the State average of \$1402
- ) The unemployment rate is 19.7% compared to the State average of 7.6%
- ) The average number of residents per household is 4.5 compared to the State average of 2.6
- ) Council has a very young community. The median age in Doomadgee is 21 years and children aged between 0-14 made up 38% of the population. People aged 65 and older made up only 2.4% of the population
- ) There were 34.5% of the community attending an education institution. Of these 57.2% were in primary school and 25.3% in secondary school and 1.9% in a tertiary or technical education

# Doomadgee - Future Challenges and Regional Issues

Our research indicated a number of key challenges and regional issues facing Doomadgee. Those challenges are;

- ) Reinforcing respect within the Community
- ) Restoring a sense of pride within the Community
- ) Rebuilding a strong work ethic
- ) Having the resources to achieve our goals
- ) Building a safe cohesive Community

A range of factors including isolation, a small population base and a shortage of core skills within the general community has meant that a great many issues affecting DASC are unable to be addressed at a local level. By necessity they require attention across Shire boundaries to adequately address community needs. DASC considers that the following aspects of the operation have some regional implications;

- ) Disaster Management
- ) Economic Development
- ) Environmental Development
- ) Provision, maintenance, restoration and replacement of Infrastructure
- ) Community Development
- ) Housing

# Key Priorities

There are many important goals in this Corporate Plan however, Council realises that it is important to look to the future with open eyes. As such Council is realistic and realise that it will take time to achieve these goals. However, there are some priorities that stand out from others and these will be Council's main focus over this five-year period. The top priorities in this Corporate Plan are: -

**Rebuilding Respect in our Community** – Council need to refocus on growing respect in the community. This is more than just respect for law and order. It is about restoring pride within the community and respect for each other and how to look after ourselves. If this can be achieved as a community, the people will have a much better future.

**Leadership** – The Community needs strong leadership. Without good leadership, it is not possible to achieve this vision for the future. An important part of leadership is to nurture the future leaders. Council needs to prepare the next generation so they are able to lead the Community into the future.

**Diversifying Councils Revenue Stream** – In order to be able to achieve the Corporate Plan goals, Council need resources. The Council needs to find extra revenue in order to apply resources to this Plan. The Council will continue to look at business and other opportunities to gain revenue for the Community.

**Developing Local Employment** – Develop more opportunities for local staff to gain employment within the Community. Council need to ensure that in the future there are more opportunities for employment for local people.

# Governance

## Goal 1: Governance – Financial Management

Outcome: To achieve maximum community benefit from available financial resources

### Strategies

- ) Effective and efficient management of all financial matters
- ) Effective grants management
- ) Accurate and timely financial reporting
- ) Maximise revenues in accordance with Council's Revenue Policy
- ) Effective management of the replacement and expansion of Council service  
Effective and appropriate Council enterprises

### Performance Indicators

- ) Monthly reporting on financial and operational performance
- ) Meet Queensland Audit Office requirements in relation to internal controls and financial reporting
- ) Implement the new accounting standards
- ) Undertake a review of Council's financial sustainability

# Governance

## Goal 2: Governance – Administration and Corporate Services

Outcome: To provide timely, quality services to customers through effective and efficient administration of Council affairs

### Strategies

- ) Review Council's policies and procedures and ensure they meet community expectations and legislative requirements
- ) Effective policy implementation
- ) Decisive Councillor Leadership
- ) Effective legislative requirements
- ) Enhance Council's communication and decision making through appropriate public relations and community consultation process
- ) Review and enforce Local Laws and Regulations to address local issues

### Performance Indicators

- ) Develop and implement an Enterprise Risk Management System
- ) Undertake a review of the Council's organisational structure
- ) Undertake a review of Council's Policy Framework
- ) Quarterly reporting on the Council's Operational Plan

# Governance

## Goal 3: Governance – Human Resources

Outcome: To maximise Council's human resource potential

### Strategies

- ) Ensure workforce make-up best fits Council's priorities, workloads and budget
- ) Endorse and foster cross skilling in order to minimise need for specialists and to ensure full utilisation of staff
- ) Access to an effective Councillor training program at the beginning of a new term
- ) Maintain accurate and confidential staff records
- ) Ensure all staff have access to appropriate training
- ) Maintain a safe and healthy workplace for all employees and other persons affected by Council operations

### Performance Indicators

- ) Development and implementation of a Workforce Development Plan

# Community

## Goal 4: Community – Arts and Culture

Outcome: To create opportunities through Arts and Culture to enhance individuals' skills, bolster community pride and quality of life

### Strategies

- ) Develop an Arts and Cultural Plan
- ) Facilitate the establishment and maintenance of an appropriate library service
- ) Support artistic and community involvement in the arts
- ) Effective administration of the Regional Arts Development Fund (RADF)
- ) Facilitate, in partnership with the community and key stakeholders, the preservation of the history of the Shire
- ) Provide space, time and resources for the purpose of exhibition/sale of local art
- ) Support and promote appropriate events and festivals within the Shire
- ) Encourage and support the development of programs for traditional language teaching and use
- ) Facilitate programs/projects for recording of local languages and personal stories
- ) Facilitate the development of support programs/projects for preservation of traditional culture

### Performance Indicators

- ) Quarterly reporting on implementation of strategies

# Disaster Management

## Goal 5: Disaster Management

Outcome: To limit the impact of natural and unforeseen disasters

### Strategies

- ) Ensure that there is sufficient funding for emergency services
- ) Facilitate effective counter disaster planning in conjunction with the community, emergency service organisations and other stakeholders
- ) Disaster and other emergency contingency plans promoted to the community and visitors to the Shire
- ) Ensure airport security in compliance with Aviation Transport requirements
- ) Ensure the safety of the airport and its operations

### Performance Indicators

- ) Doomadgee Local Disaster Management Group 4 times per year
- ) Doomadgee Airport complies with aviation transport requirements
- ) Development and implementation of a safety management system for Doomadgee Airport
- ) Annual Technical Inspection is undertaken at Doomadgee Airport
- ) Development and implementation of a Doomadgee Airport Management Plan



# Economic Development

## Goal 6: Economic Development

Outcome: To increase the overall strength and diversity of the Shire's economic base, create jobs and actively promote the Shire's tourism potential

### Strategies

- ) Encourage private enterprise development to maximise employment opportunities and development in the Shire
- ) Facilitate the development of a Council website
- ) Facilitate the preparation of a scoping study for the Shire Tourism Development and Promotion Plan
- ) Facilitate liaison/consultation with education institutions and other stakeholders to support initiatives that will enhance the employability of local people, including the provision of appropriate training, education and employment networking initiatives that support existing and future industries
- ) Examine new opportunities for community business

### Performance Indicators

- ) Quarterly report on the implementation of the Economic Development strategies
- ) Development of an Economic Development Strategy
- ) Review the Doomadgee Master Plan to facilitate economic development strategies

# Environment



# Environment

## Goal 7: Environmental Management

Outcome: To conserve the natural and built environments to achieve ecologically sustainable development

### Strategies

- ) Facilitate the development of a Shire Environmental Management Plan
- ) Facilitate the formation of an Environmental Action Group
- ) Develop and promote policies to preserve and promote the natural environment while increasing local community involvement in its management
- ) Continually update, with partners, a Pest Identification and Management Plan, and action recommendations of that plan
- ) Facilitate the introduction of “Ranger” services
- ) Develop policies to ensure the integrity of the Nicholson River and other waterways
- ) Develop policies to ensure the coverage of noxious and environmental weeds is contained and diminished within the Shire
- ) Develop policy to ensure that development is designed to meet user needs and cause minimal impact upon others and the environment
- ) Facilitate the exploration of possible energy alternatives

### Performance Indicators

- ) Quarterly report on the implementation of the environmental management strategies
- ) Develop and implement a Biosecurity Plan

# Waste Management

## Goal 8: Waste Management

Outcome: To prove and sustain an effective and disposal service

### Strategies

- ) Maintain high standards to ensure public facilities, houses and streets are clean and healthy
- ) Ensure waste is disposed of in approved waste facility
- ) Ensure the Shire waste facility complies with regulatory standards
- ) Initiate a recycling regime

### Performance Indicators

- ) Development and Implementation of an Integrated Waste Management Strategy
- ) Development of a regional waste facility

# Infrastructure

## Goal 9: Infrastructure – Development, Maintenance and Replacement

Outcome: To Maintain and upgrade essential infrastructure to maximise the utility of existing assets and provide for their long-term improvement and / or replacement

### Strategies

- ) Develop and implement programs for the design, construction and maintenance of roads, streets, footpaths, Council buildings, public conveniences, bridges and related drainage systems
- ) Maintain clean, safe, secure and adequate water supply ensuring that all legislative requirements are met
- ) Facilitate introduction of a Home Development Policy and a policy relating to housing repairs and refurbishment
- ) Manage the operation of associated activities such as work depots, workshops and plant fleets to facilitate efficient and effective provision and maintenance of Shire infrastructure
- ) Facilitate the development of flood mitigation plans and the provision and maintenance of necessary flood mitigation works
- ) Maintain the airport and authorised aircraft landing areas to required statutory standards
- ) Facilitate the development and maintenance of sport and recreational facilities
- ) Ensure workplace health and safety obligations are monitored and met
- ) Investigate and assess water conservation and recycling options

### Performance Indicators

- ) Develop and implement Asset Management Plans for all asset classes
- ) Develop and Implement a Water Management Plan

# Community and Human Services

## Goal 10: Community and Human Services

Outcome: To encourage and participate in the continuing development of community to service and foster a safe, harmonious community with a strong community spirit

### Strategies

- ) Ensure Council is an effective advocate for the Community
- ) Facilitate public access to a swimming pool
- ) Facilitate the provision of television, telephone and radio communication services in response to community needs
- ) Facilitate and support crime prevention strategies
- ) Develop, in conjunction with partners, an Education Betterment Policy
- ) Facilitate and support services for victims of family violence
- ) Facilitate the provision of appropriate childcare facilities and services
- ) Facilitate the development of appropriate Sports and Recreation Plans in partnership with the PCYC and Doomadgee School
- ) Establish, implement and monitor an Alcohol Management Plan
- ) Facilitate and work with partner agencies re control measures for other substance abuse
- ) Facilitate and support persons with gambling addictions
- ) Review local laws regarding alcohol and substance abuse to ensure compliance with State legislation
- ) Council commit to the socio-economic targets of the National Agreement on Closing the Gap that have an impact on life outcomes for the Doomadgee community

### Performance Indicators

- ) Quarterly report on the Community and Human Services strategies
- ) Implement Doomadgee Inter Agency meetings so that the delivery of community and social services are targeted and effective
- ) Implement ongoing meetings of Government Agencies that fund community and social services to ensure that services are targeted and effective
- ) The Doomadgee community will achieve the targets of the National Agreement on Closing the Gap

# Public Health

## Goal 10: Public Health

Outcome: To create and foster a dynamic ongoing relationship with all relevant health policy departments and health service providers to ensure that operational programs are coordinated, focused and effective, in contributing to and enhancing, the health and well-being of the whole Community

### Strategies

- ) Develop a Health Portfolio link with Queensland Health
- ) Work with partners to ensure that adequate health programs, inspections and education are focused on lifting overall community health standards
- ) Facilitate the development of a Disability Action Plan
- ) Facilitate, support and assist to maintain a full range of appropriate care facilities and services for the aged

### Performance Indicators

- ) Quarterly report on Public Health strategies
- ) Development of a Disability Action Plan

# Planning and Development

## Goal 11: Planning and Development

Outcome: To develop and implement planning controls that ensure and encourage balanced and sustainable development and to promote the Shire as a desirable place to live, work, invest and visit

### Strategies

- ) Facilitate, in conjunction with partners, the continued development of the Doomadgee Town Plan
- ) Facilitate, in conjunction with partners, the development of a 'Doomadgee Preferred Town Use Plan'
- ) Promote orderly development of the Shire to support employment and economic prosperity in keeping with infrastructure capacity and environmental considerations
- ) Implement, through the Shire Planning Schemes, appropriate controls over development to foster land uses and attitudes that enhance the quality of the natural and built environment

### Performance Indicators

- ) Review the Doomadgee Master Plan with a view to documenting Council's desired outcomes for its community



# Implementation of the Corporate Plan

Successful implementation of our Corporate Plan will depend it being recognised and supported by government agencies, community organisations as well as our own Council and Community, as a framework for the future of our town.

Our Council has a special role in ensuring that it advocates on behalf of our community to ensure that the various community stakeholders align their services and focus to achieve goals set out in this Plan. This Council will take a strong leadership role on behalf of the community.

When preparing the annual Operational Plan and the annual Budget Council will focus to ensure that there is:

- ) Identification of the resources necessary to bring this Plan to fruition
- ) Prioritisation of the various goals and strategies
- ) Identification of performance measures to monitor progress
- ) A requirement for Council to report to the Doomadgee community on progress in implementing this Plan.

# Acknowledgement and Dedication

This Corporate Plan is dedicated to the children of Doomadgee –  
our future leaders

*Council would like to acknowledge Phil Newton (Doomadgee Police) for providing photographs of the Doomadgee community and surrounds and to the community members who kindly allowed us to use their images in this publication.*