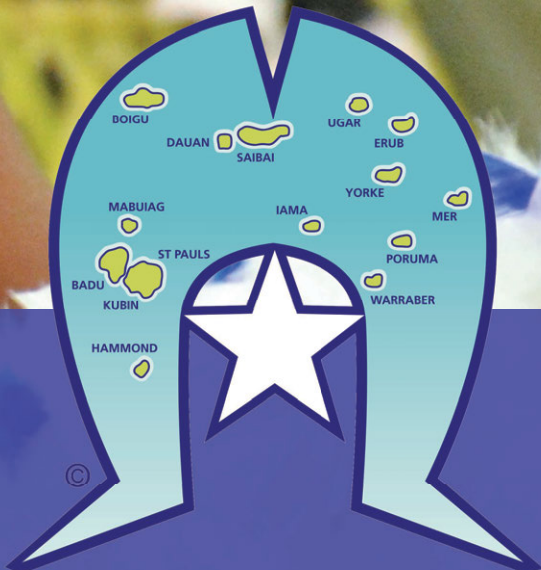




CORPORATE PLAN 2014 - 2019



Torres Strait Island
REGIONAL COUNCIL

Mayoral Introduction	3
Where we are	5
Our Vision	6
Core Values	6
Corporate planning framework	7
Consultation Process	7
Ngalpun Idid — Art, Culture, People	8
Ngalpun Idid — Environment	13
Ngalpun Idid — Economic Participation	18

Mayoral Introduction

It gives me great pleasure in acknowledging all traditional owners within the Torres Strait Region, along with our elders, spiritual leaders and youth.

This Corporate Plan 2014-2019 describes our aspirations for the next five years and outlines specific projects and programs to deliver on our aspirations. It is important that our Community, employees, partner organisations and other key State and Commonwealth stakeholders have a clear view of our vision.



This very significant document shapes the direction and future of Council for the next 5 years and it also articulates very clearly our collective move as a nation of people towards achieving a more efficient and streamlined model of governance. The Council has developed new Themes including an overarching theme of Ngalpun Idid or Cycle of Prosperity built upon the foundation of Art, Culture, People, Environment and Economic Participation. As a result of years of consultation and research, this Plan is a direct reflection of the views and aspirations of the Torres Strait Islands.

This is a challenging time for local government with continued pressure on budgets. However it is also an exciting time for Council embarking upon its new strategic direction offering opportunities to become more innovative in our approach to service delivery. This approach is built upon enabling Community(s) to become more involved and responsible for shaping local services.

From the past - there have been challenges which we still face today - for example rising sea levels are having a significant impact on many of our communities and we will continue to work with those communities and our partners to support recovery and identify ways to reduce future risks. The Council is also unique in the management of the Treaty associated with our nearby international neighbours - this challenges all levels of our service delivery from infrastructure to health.

This Corporate Plan is our road map that outlines our vision for the future of the region. A future where Ailan Kastom continues to be embraced and preserved for our children, whilst health and environmental management are top priorities for the wellbeing of our people. Equally important, it outlines a strong strategic focus on sustainable economic and community growth. Regional economic growth can only be sustained through the establishment of viable

community-based industries. These industries are a catalyst - the very foundation needed to provide real employment and create small business opportunities.

Achieving our vision means a focus on growing the Council's local economy, managing demographic change and ensuring diligence in all that we do.

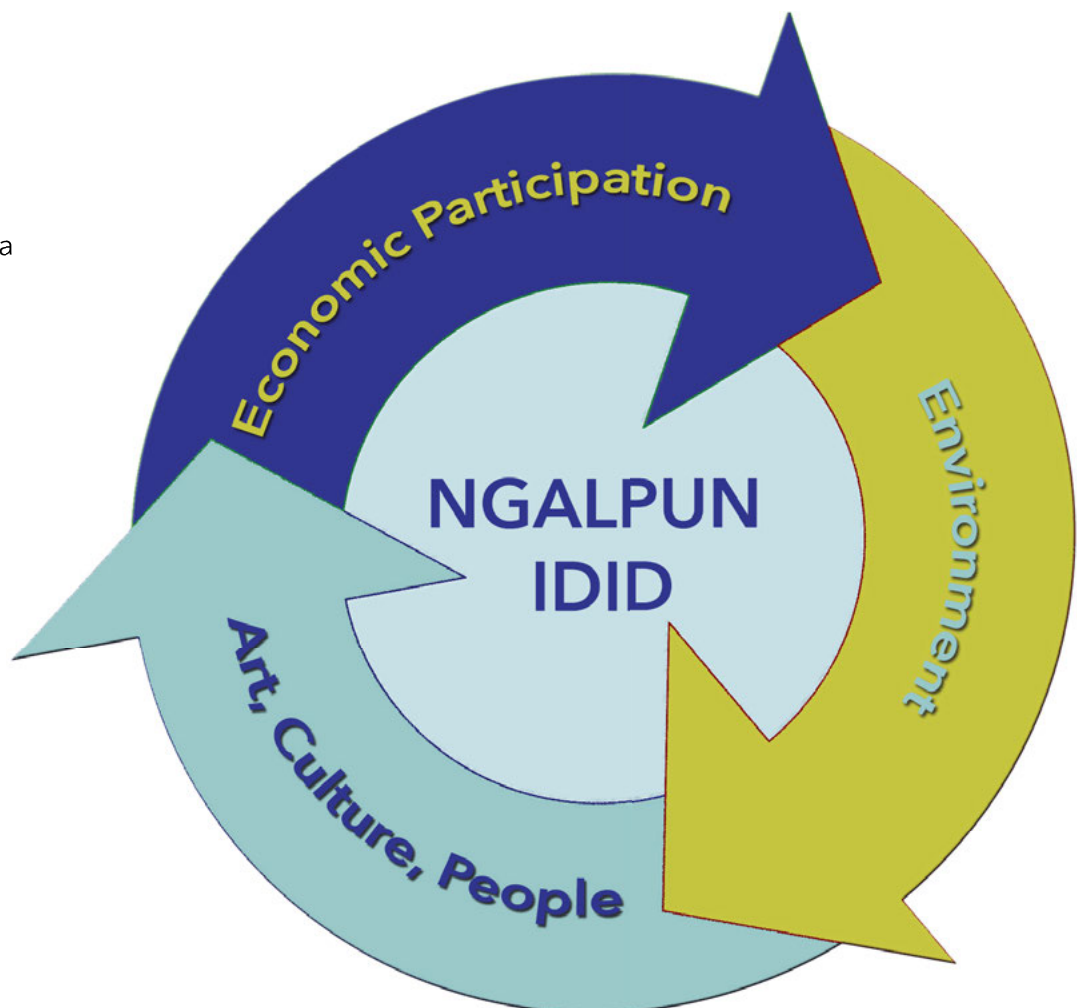
With our vision clearly defining our strategies and goals, the success of the plan will now be dependent not only on action from Council, but also on input from communities.

I look forward to working together, hand in hand to create a better future for the Torres Strait.

God bless,



Mayor Fred Gela



Where we are



The Torres Strait Islands are located in Far North Queensland, scattered throughout the 200km between the tip of Cape York Peninsula and Papua New Guinea. The Torres Strait Island Regional Council (TSIRC) represents fifteen island communities including: Badu, Boigu, Dauan, Erub, Hammond, Iama, Kubin, Mabuag, Masig, Mer, Poruma, Saibai, St Pauls, Ugar and Warraber.

The TSIRC is responsible for fifteen separate communities; each with its own set of service deliverables such water, sewerage, waste, environmental health, housing, parks and more.

Many residents of the Torres Strait are Traditional Owners by virtue of birthright or through historical connection. In fact, much of the land in TSIRC region is recognised as being under Native Title. It was a former resident of Mer (Murray) Island, Mr Eddie Mabo, who won the landmark Native Title case against the Queensland Government.

The remote location of the Torres Strait also brings with it a unique set of requirements. The Torres Strait has at times been dubbed Australia's 'buffer zone' as it shares a border with Papua New Guinea and is only kilometers from Indonesia. The region has also been declared a 'Protected Zone' by the Australian Government due to its location and unique natural environment.

Our Vision

Empowering our people, in our decision, in our culture, for our future

Core Values

Accountability

We will seek to be accountable in all our dealings. Our actions and our words will serve the Council and the people.

Transparency

We will exercise our powers lawfully and serve the public interest in all our dealings.

Cultural Diversity

We will have respect and regard for all members of our community, fellow staff and those requiring our services.

Leading Change

We will be leaders of change by providing a work environment that is progressive, creative and innovative.

Grass Roots Representation

We will always listen to the people, we only exist to serve the community.

Ailan Kastom

We will exercise Ailan Kastom, always ensuring that it is the building block of our service to the community.

Empowerment

We will provide our staff with the ability to make decisions and provide feedback in a constructive manner.

Respect

We will actively listen to our community, our stakeholders and our staff and seek to understand their position.

Partnership

We will work together with State and Federal Government, stakeholders and the community to achieve goals not possible on our own.

Corporate planning framework

The Corporate Plan is Council's plan to deliver services to the community that it serves.

The Corporate Plan is the umbrella planning document which drives resource allocation through the Council. The Operational Plan is required to be linked with the Corporate Plan and the Budget linked with the Operational Plan. This is how the Council can ensure that the services it provides are those that the community requires.

In this Corporate Plan specific projects and actions are identified to help achieve the outcomes required.

Consultation Process

The Torres Strait Island Regional Council, Northern Peninsula Area and Torres Strait Regional Authority have undertaken an extensive coordinated consultation process to gather Island views on the forward development of the region across a number of planning matters.

Islands and Elected Members have come together to deliver the regional plan. Initiatives in the Regional Plan have flowed through to this Corporate Plan.

This draft Corporate Plan 2014 - 2019 is being advertised for 30 days as part of Council's Commitment to Community Engagement. Submissions about the draft Corporate Plan 2014 - 2019 can be made to:

Torres Strait Island Regional Council
PO Box 7336
Cairns Q 4870

Or via email to:

records@tsirc.qld.gov.au



Cultural Heritage

Community Development

Human Services

Governance

Ngalpun Idid – Art, Culture, People

Outcomes

- Generations of society understand and appreciate Torres Strait Islander traditions, art and cultural heritage
- A unified community forged by togetherness, spirit and traditional values
- Community wellbeing through advancements in wellbeing and protection of people at risk
- Local Government services meeting Community Needs in a transparent, effective and accountable manner

Theme – Art, Culture and People

Outcome

Generations of society understand and appreciate Torres Strait Islander traditions, art and cultural heritage

Goals

- Regional arrangements of arts and craft production delivering on social and economic outcomes
- Widespread appreciation of Torres Strait Islander language, song, dance and stories
- Protection and development of cultural and traditional lore

- Collaborative relationships with key stakeholders.

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Advocate and partner with Organisations to capture History (and Story), Language, Song and Dance from Elders and the Community	50,000	●	●	●		
Renewal of sacred sites	5,000	●	●	●	●	●
Facilitate commercial investigations into an arts and craft industry	75,000		●			
Advocate for a language, song and dance school of excellence with Educational Institutions within Torres Strait	5,000	●	●	●	●	●
Advocacy for better protection and preservation of cultural heritage sites	5,000	●	●	●	●	●
Facilitate the development of an international Cultural Festival	150,000	●	●			

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders. Theme - Art, Culture and People

Theme – Art, Culture and People

Outcome

A unified community forged by togetherness, spirit and traditional values

Goals

- Provide community members with the skills needed to instigate positive change
- Utilisation of Indigenous Knowledge Centres as central repositories of documented information
- Collective understanding of both Traditional and State Law ensuring a Safe Community

- Understanding Community Demographics to effectively deliver on services
- Improvements to health and well-being through evidence based planning on wider recreational choices

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Advocate and partner with stakeholders to produce a Sport and Recreation Strategic Plan	25,000	●				
Information Technology and Telecommunication Advocacy	50,000	●	●	●	●	●
Social Policy / Strategic Plan including current and projected future demographics	75,000		●			
Advocate for improvements in public social behaviour	25,000	●	●	●	●	●
Work in partnership with stakeholders to develop a Leadership and mentoring program for youth	10,000	●	●	●	●	●
Partner and promote strategies to engage youth to live substance free	25,000	●	●	●	●	●

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.

Theme – Art, Culture and People

Outcome

Community wellbeing through advancements in livability, cohesion and protection of people at risk

Goals

- Advancement in liveability for Elders, younger people and carers
- Childcare support delivered in partnership with Community

- Culturally significant events in Community are managed in accordance with Ailan Kastom
- Provision, maintenance and restoration of Cemeteries and Burial Grounds
- Traditional Island Adoption is managed in accordance with Ailan Kastom

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Respectful home-based care for residents	2,200,000	●	●	●	●	●
Delivery of Childcare Support in partnership with the Community	5,520,000	●	●	●	●	●
Support bereavement processes in the Community(s)	1,115,000	●	●	●	●	●
Budgeting in the home environment	46,500		●			
Advocacy for the recognition of traditional Island Adoption	25,000	●	●	●	●	●
Documented Cemetery Plan which includes, Churches and Places of Worship, identification of new sites and maintenance and restoration of current sites	280,000		●	●	●	

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.

Theme – Art, Culture and People

Outcome

Local Government services meeting Community Needs in a transparent, effective, equitable and accountable manner

Goals

- Management of risk in a structured robust manner
- Delivery of strategic plans, operational plans, budget and associated performance management

- Structured transactions delivering value for money
- Be recognised as an employer of choice in the region
- Engagement of the Divisional Councillor, Community, key stakeholders, staff and suppliers in items of a strategic nature
- Provide a legal framework for Torres Strait Communities within the Torres Strait Island Regional Council municipality which addresses both State and Traditional Lore requirements

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Customer survey of Community	30,000		●			
Enterprise Wide Risk Management Planning	100,000	●	●	●	●	●
Asset Management Planning	100,000	●	●	●	●	●
Budget Development and Refinement	250,000	●	●	●	●	●
Local Law Review	200,000	●	●	●	●	●
Delivery of Administrative Services within Community	130,000	●	●	●		
Collective Agreement with Staff	320,000	●			●	

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.



Environmental Management

Public Health

Housing

Population Change

Ngalpun Idid – Environment

Outcomes

- Managing the needs of today whilst sustaining the natural environment for future generations to make their own choices and meet their own needs
- Enhancement of health and wellbeing through sustainable use of the environment
- Healthier communities by improving wellbeing and living standards with affordable, appropriate housing
- Safe and vibrant physical environments and infrastructure to support healthy living and connected communities.

Theme - Environment

Outcome

Managing the needs of today whilst sustaining the natural environment for future generations to make their own choices and meet their own needs

Goals

- Reduce, reuse, recycle solid waste to create value and minimize environmental harm
- Potable water delivered in a cost effective environmentally sensitive manner
- Land and marine flora and fauna managed in a manner which sustains the natural resource

- Collection, treatment, disposal and reuse of wastewater and associated by-products

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Active management of the water delivery system including on-line meter reading	150,000	●				
Implementation of alternative / renewable use / energy facility technologies which minimize impacts on the environment	MIP	●	●	●	●	●
Coordinated waste management activities through landfill, transfer station and recycling opportunities	300,000	●	●	●	●	●
Waste cleanup exercise - metal (cars)	6,100,000	●				●
Beneficial re-use of sewer bio-solids and grey water / wastewater	100,000			●		
Engineered designs for seawalls are prioritised for works	26,200,000	●	●	●	●	●
Advocacy for dredging of wharves and other landing sites	25,000	●	●	●	●	●

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.

Theme - Environment

Outcome

Enhancement of health and wellbeing through sustainable use of the environment

Goals

- Education to improve health in the home, workplace and community
- Establishment of appropriate cultural cutting and cleaning places for catches from the sea
- Pro-active management of domestic and feral animals

- Implementation of processes to minimise the level of vector transmitted diseases
- Establishment of collaborative networks with key stakeholders to address local barriers to active, healthy living
- Facilitate supply of and access to a variety of affordable, culturally appropriate, safe and nutritious foods to meet dietary needs

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Round Table Meetings with State and Federal Government Members	200,000	●	●	●	●	●
Facilitate access to Community Gardens to enable a sustainable food system and positive food culture	225,000	●	●	●	●	●
Development of Pest Management Plans	75,000	●				
Domestic Animal Health Checks	450,000	●	●	●	●	●
Sustainable Land Use Plan identification of cultural cutting and cleaning places	5,000	●				
Coordinated warning systems associated with health outbreaks	25,000	●	●	●	●	●

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.

Theme - Environment

Outcome

Healthier communities by improving wellbeing and living standards with affordable, appropriate housing

Goals

- New and existing housing built to local conditions including rising sea levels and flooding.
- Facilitate home ownership through active lobbying of State and Federal Government

- Value for money in the provision of housing
- Development of Internal expertise in housing construction funded by the National Partnership Agreement on Remote Indigenous Housing (NPARIH) scheme

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
NPARIH funded Housing Construction	As tendered	●	●	●	●	●
Advocacy for processes and procedures to provide mechanisms for home ownership	25,000	●	●	●	●	●
Development of appropriate designs for housing in a tropical environment including rising sea levels and flooding	20,000	●				
Streamlined procurement processes incorporating economic order quantities, internal supplies, resources and sustainable technologies	25,000		●			

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.

Theme - Environment

Outcome

Safe and vibrant physical environments and infrastructure to support healthy living and connected communities

Goals

- Land-use planning for the Community in a controlled coordinated manner
- Growth centres (both economic and recreational) are targeted across the Communities to facilitate access and choice
- Environmental and culturally significant landscapes are recorded, valued and protected

- Urban development is in accordance with the sequencing identified in the Sustainable Land Use Plan

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Development of Indigenous Land Use Agreements with each Island	400,000	●	●	●	●	●
Management of DOGIT Land as a Trustee	25,000	●	●	●	●	●
Development of Town Plan(s) in accordance with published Sustainable Land Use Plans	100,000			●		

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.



Resilient Communities

Economic Development

Infrastructure Management

Ngalpun Idid – Economic Participation

Outcomes:

- Stability and well-being enhanced through resilience of individuals and Community
- Growth in the local economy through economic change
- The built environment in harmonious togetherness with nature

Theme - Economic Participation

Outcome

Stability and well-being enhanced through resilience of individuals and Community

Goals

- Enterprise wide risk assessment associated with natural disasters, terrorism and health risks and associated mitigating strategies
- Design and implementation of alarm and monitoring systems
- A continued close working relationship with surrounding Council(s) associated with Disaster Management
- Collaboration with all Federal, State and International Agencies should the region experience a natural disaster

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Develop a business continuity plan	25,000	●				
Implementation of risk mitigating strategies	Operational	●	●	●	●	●
Telecommunication advocacy	25,000	●	●	●	●	●
Early Warning Alarm Monitoring System	1,000,000					●
Implementation of Local Area Disaster Management Plan	100,000	●	●	●	●	●

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders.

Theme - Economic Participation

Outcome

Growth in the local economy through economic change

Goals

- Capitalise on comparative advantages to build sustainable industry owned and operated by local residents
- Facilitation to capital and other opportunities to finance enterprise for private individuals and Community Groups
- Support institutional capacity building for communities to manage their own affairs
- Full restoration of self-management and self-determination

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Development of an Economic Development Charter	20,000		●			
Review appropriateness of Sister City relationships	5,000			●		
Targeted outsourcing of Council works to Community Groups and private individuals	25,000		●	●	●	●
Review and assessment of public / private partnerships where appropriate	50,000		●	●	●	●
Pre-feasibility studies on alternate farming opportunities - aquaculture, deer, cattle, blue metal, kiosk operations, stores, shipping and airlines	350,000		●	●	●	●
Divestment of non-core Council owned business	25,000		●	●	●	●
Implementation of regional governance - "One Boat"	170,000	●				

Note: Budget is an estimate only and is subject to Budgetary Process and Funding Agreements with Stakeholders. Theme - Economic Participation

Outcome

The built environment in harmonious togetherness with nature

Goals

- Sequencing development to meet growth in an environmentally and financially sustainable manner
- Understanding of Community Service Levels for infrastructure
- Whole of life understandings for all new and existing asset profiles

Action / Delivery Plan

Deliverable	Timeframe					
	Budget \$	Year 1 June '15	Year 2 June '16	Year 3 June '17	Year 4 June '18	Year 5 June '19
Strategic Asset Management Plans for all infrastructure classes, water, wastewater, transport, solid waste, fleet and parks and gardens	80,000	●				●
Survey Community to understand Community expectations on Service Levels and Willingness to Pay	300,000		●			
Development of Customer Service Standards for Water and Wastewater	5,000			●		
Develop and implement asset monitoring technologies to enable remote management of key infrastructure	200,00					●

Note: Budget is an estimate only and is subject to Budgetary Process