



Wujal Wujal Aboriginal Shire

Corporate Plan 2022-2027

Original: Add month 2021

Updated: January 2024

We acknowledge Wujal Wujal as the home of the
Kuku Yalanji, Kuku Nyungul and Jalunji clans.

The 'rainforest people', the traditional owners and custodians of our area.

We recognise and respect Bama cultural heritage, values, beliefs and
continuing relationships and responsibility to their land and sea country.

We honour and respect the Elders past, present and future.

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A Message from our Mayor



I am pleased to present Council's Corporate Plan for 2022-2027.

While this plan builds on the previous three corporate plans it has been tailored in this most recent version to reflect the changing needs and priorities of the Wujal Wujal community.

We live in a very special place, home to the Kuku Yalanji, Kuku Nyungul and Jalunji clan whose members contribute to a strong community.

The town was originally founded in 1886 by Lutheran Missionaries; however due to difficulties of isolation the area was later abandoned. It was reopened in 1957 and administered by the Hopevale Mission Board, a branch of the Lutheran Church of Australia. In 1979, it became known as Wujal Wujal, and in the following year the Aboriginal Council was formed. The town is set close to the highly sacred waterfalls of Wujal Wujal, which means 'many falls' in the local language.

Council plays an important role in bringing the community together and this corporate plan provides our vision and strategic priorities for this period, detailing our planned strategies and initiatives that will enable Council to achieve these priorities.

We believe that achieving the planned initiatives will benefit not only our current community but also future generations. We are constrained by the resources available to us and we look forward to your support as community members and key stakeholders in our success.

This corporate plan outlines Council's vision, and the values that the elected members and staff embody. We believe this vision and our values provide a sound basis for the development of Wujal Wujal.

This Plan is intended to be monitored and updated on a regular basis so that Council is always meeting current challenges and taking advantage of opportunities and is to be read in conjunction with the current Operational Plan.



Our Vision, Mission and Values

Vision

A sustainable and thriving community in which residents have opportunities to develop and experience quality of life.

Mission/Role

To serve the community through a sustainable and equitable delivery of services focused on local priorities, contributing to the economic development of the community and the improvement in the quality of life for our residents.

In fulfilling this mission Council plays many important roles within the community:

Custodian: Council owns and manages infrastructure, facilities, reserves, resources, and natural areas. In fulfilling its role as custodian.

Service Provider: Council provides many services to the community from roads and waste services to libraries and recreational facilities. Services evolve over time, and it is the Council's mission to ensure that these services are appropriate, delivered efficiently, and designed with the customer at the centre.

Regulator: Council has statutory obligations as detailed in numerous regulations and legislative Acts. Council also makes local laws to ensure that the Shire is well governed. In fulfilling its role as regulator, Council will utilise an outcomes based approach that balances the needs of the community with social and natural justice.

Advocate: Council makes representation on behalf of the community on important issues, funding opportunities, projects and programs. Council will use its influence to seek the best outcomes for the community.

Funder: Council often partly funds services, events or community organisations through grants, donations, subsidies and in-kind support. Council will apply robust governance to ensure that such funding is fair and appropriate.

Agent: On occasion, Council delivers services or builds infrastructure on behalf of other levels of government or organisations.

Our mission is to balance all these roles while we deliver on the vision of this Council in an efficient and effective manner.



Our Values:

Our values underpin everything we do, they are the lens through which we see the world and guide us in how we serve the community.

They also determine how we interact with each other to ensure that we are delivering customer focused and efficient services that benefit the community we serve.

Updates to these values:

In this updated version we have added to and amended our values to better reflect the principles that guide us in everything we do, and we have included additional wording that helps you to understand what they mean in a tangible and practical sense.

The list below notes the updates:

Titles changes:

- The value formally titled ‘Accountable Management and Value for Money’ is now titled ‘Accountability’ which better reflects our intention. Our objectives to ensure value for money is included elsewhere in this Plan.
- The value formally titled ‘Networking’ is now named ‘Teamwork and Collaboration’ which better describes the essence of that value. Networking, rather than being identified as a value is in actual fact a tool we will use in our collaborative approach with our stakeholders. In this we include our commitment to engaging with the community.
- While we have always implicitly valued integrity, we had not noted specifically and now do so. This reflects our commitment to serve the community in the very best way possible. Because we believe integrity and continuous improvement go hand-in-hand we have linked them together.

Moved from value to objective.

Some of the items we had formally listed as values we now recognise are better listed amongst our objectives and as have updated two of our former ‘values accordingly:

- One of council’s objectives is to support and promote economic development of the community and while we value this objective, it is an objective/ mission and not an ethical value. In this updated version of the Corporate Plan we have removed the wording ‘economic development’ from our list of ethical values, and list it under the ‘Mission’ section of this Corporate Plan.

Sustainable Environment is an objective of council and taken into consideration in our decisions and is reflected in our mission statement and is no longer included in this section with our ethical values.

OUR VALUES

Accountability

Council will stand by the decisions it makes and accept responsibility for the actions it takes. Council will implement open and robust reporting.

Integrity and Continuous Improvement

Council will conduct its business with transparency and honesty. Council will be objective in its decision making and consider all relevant information and continually seeks to improve the way in which it delivers its service to the community.

Teamwork and Collaboration

We will work effectively and efficiently together, sharing information and seeking the guidance and support of our stakeholders as appropriate. Council will consult with our community, community organisations, neighbouring Councils, and State and Federal Government stakeholders to resolve issues faced by Council and community.

Customer Focus

Serving the community Council represents is the driving force behind everything Council does, and we value our customers perspective.

Cultural Respect

We will deliver our service with due consideration for culture and tradition of the clans we serve.

We understand that in our community these cultures and traditions dictate the way our community interacts with each other, with other communities and stakeholders.

Corporate Planning Principles

The corporate plan is the Council's major planning document and is a statutory requirement under the Queensland Local Government Act 2009. It is designed to provide the residents as well as major stakeholders with a clear picture of the direction that the council is taking in service provision and capital works over the next five years and is consistent with the vision of the community established by the previous Corporate Plan 2011-2021.

This Plan guides Council decision-making, policy and development and is a critical part of Council's Corporate Governance, contributing to long-term financial sustainability and transparent, accountable and responsible management.

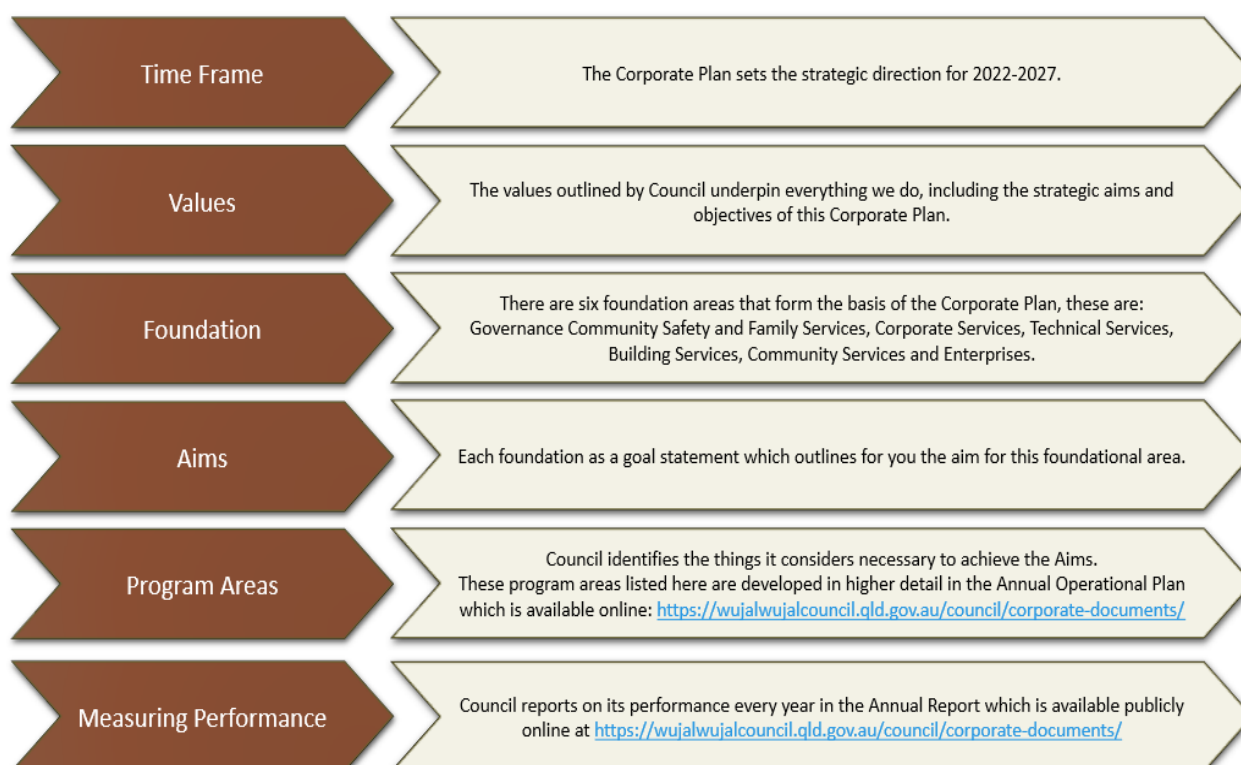
The Corporate Plan gives structure to the annual prioritisation of Council's service provision, detailed in the yearly Operational Plan and Annual Budget. Council plans its work on an annual basis, matching performance to the Operational Plan and the Budget, in order to successively build on the previous year's works and move towards Council's longer-term strategic priorities.

The corporate plan is supported by of other council documents as illustrated.



The corporate plan is an ongoing document that is reviewed from time to time in order to maintain its currency. This reviewed and updated version of the Plan was adopted in January 2023.

Using the Corporate Plan



Updates in this review

Council reviewed the 2022-2027 Corporate Plan in late 2023 / early 2024 following the publication of its Annual Report for the period 2022-2023.

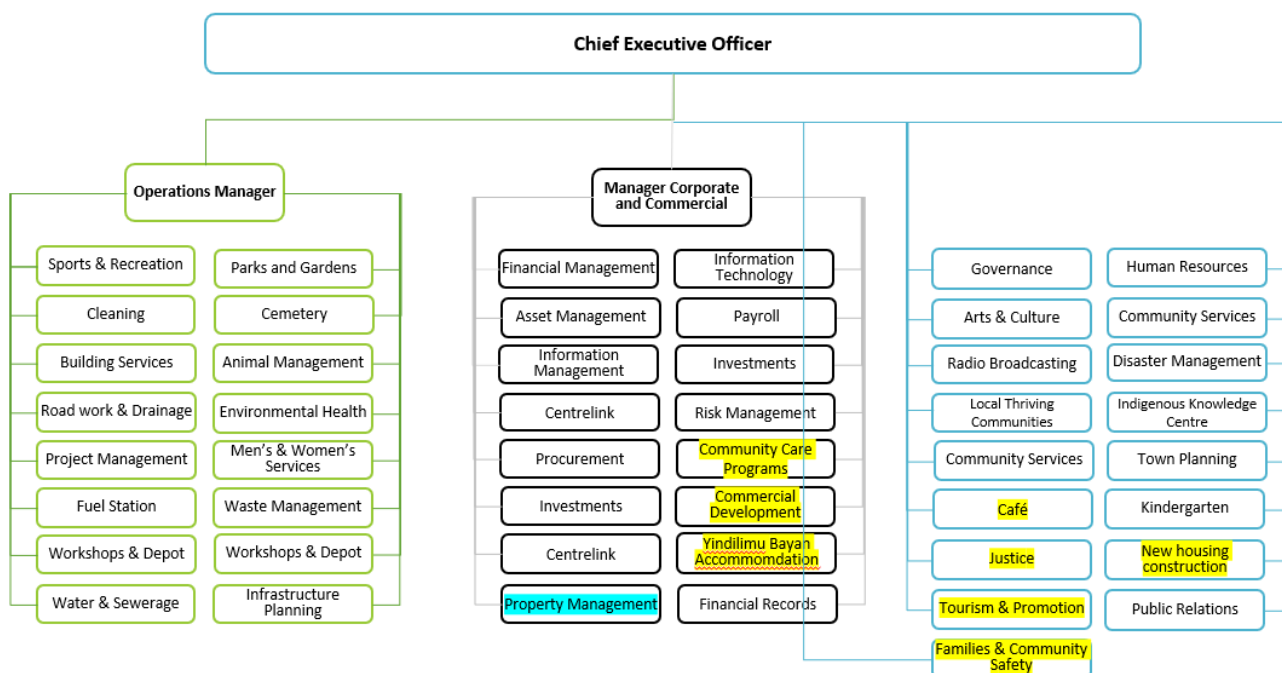
Further to updating the wording of its Vision, Mission and Values to better reflect the concepts they define, there have been changes to the titles of two of the senior leadership's team roles and a repositioning of some responsibilities within the portfolios of the leadership team.

These include the following two items

1. Wujal Wujal Aboriginal Shire Council Corporate Structure as of December 2023

Since the 2022-2027 Corporate Plan was first created in 2021 there have been a few minor changes in the naming of some roles and the position of some responsibilities.

The current structure is illustrated here. The minor changes that have occurred since this Plan was written in 2022 noted in the table that follows the illustration.



In brief minor changes are summarised as follows:

Previous	Current
Title changes: Corporate and Financial Services Director of Corporate and Finance Technical Services Director of Works and Building Services	Corporate and Commercial Manager Corporate and Commercial Operations Manager Operations, Works and Building Services
Repositioning to another department: Leases – formally a separate item from Property Management and with CEO	Now part of Property Management and with Corporate and Commercial

New items: Yindilimu Bayan Accommodation Café Commercial Development	Reporting to Corporate and Commercial Not previously listed as a separate item, possibly managed under Tourism. Now a separate commercial enterprise and managed by ??? (Is this Micah... and if so why does the Café manager report to Kiley on the staffing org chart?) New item, managed by the Manager of Corporate and Commercial
Questions: New Housing Construction – this was sitting under CEO profile, where does it sit now? Justice – what does this refer to and is it still current? Families and Community Safety, what items of work does this refer to and is this still current? Community Care Programs – this was under Finance, but does it sit with CEO if Gina reports to CEO?	

2. New senior leadership team

Since the Corporate Plan was written in 2022 Council has welcomed a new senior leadership team who are dedicated to achieving the strategic direction set by Council.



Foundations

Council's key foundation areas are underpinned by our vision, mission, and values.



1. Governance, Community Safety and Family Services

Objective: To provide leadership, direction, representation and service to the community, and manage the care and safety of families.

2. Corporate Services

Objective: To manage Council's resources in a way that achieves maximum community Benefit whilst maintaining financial sustainability.

3. Technical Services

Objective: To develop and maintain infrastructure, land-use planning and environmental services to meet community needs.

4. Building Services

Objective: To develop, maintain and renovate infrastructure to improve community housing and council buildings

3. Community Services

Objective: To promote and develop a range of services to cater for the diverse needs of the community.

4. Enterprises

Objective: To promote the development of micro, small and medium enterprises to get community members to benefit their wellbeing to a more productive lifestyle and local economy.

Foundation 1: Governance, Community Safety and Family Services

Objective: To provide leadership, direction, representation and service to the community and manage the care and safety of families.

Foundation 1 Strategies and Performance Indicators

- Provide leadership through planned, transparent, effective and accountable government.
- Provide direction through a system of local laws, clearly stated goals, policies and procedures.
- Provide responsive and balanced representation of all sectors of the community thus have an inclusive community.
- Provide quality service to the residents of the Shire.
- Have an effective corporate governance system that meets the statutory requirements and best practice and obligations.
- Build strategic cooperative alliances with neighboring Shires, relevant peak bodies and other organisations that underpin council values.
- Manage natural disasters through community engagement.
- Provide Community Justice Programs to support community members in need.
- Provide a system of risk management across all facets of Council operations.



Foundation 2: Corporate Services

Objective: To manage the Council's resources in a way that achieves maximum community benefit.

Strategies and Performance Indicators

- Control income and expenditure in accordance council policies with legislation.
- Provide timely and accurate financial information.
- Ensure expenditure achieves maximum benefit for the community members.
- Secure funding from all available sources.
- Ensure compliance with relevant council revenue policies, community service obligation policy and procurement policy.
- Provide accurate and timely agendas, minutes and reports.
- Ensure prompt and timely action on council decisions and public enquiries.
- Provide courteous, friendly and effective communication that can be seen, heard and read both internally and externally.
- Continue to develop and modify council policy.
- Continually revise Information Technology systems to reflect the changing directions and technology developments.
- Maintain an efficient, committed and appropriately skilled workforce.
- Retain and recruit the best possible staff through good work practices, job specifications, and personal development career path, training and remuneration.
- Utilise local human resources whenever available.
- Encourage innovative solutions to problems financial and administrative.
- Support the provision of a Centrelink agency service that meets the needs of residents of the Shire and surrounding areas.



Foundation 3: Technical Services

Objective: To develop and maintain infrastructure, land use planning and environmental services to meet community needs.

Foundation 3 Strategies and Performance Indicators

- Improve and maintain road networks and existing assets.
- Seek funding from all available funding sources.
- Provide quality plant that returns maximum benefits to the Shire.
- Manage riverbanks areas with sensitivity for their ecologies and environment.
- Seek contract work from neighboring Shires and organisations that operate in the region.
- Maintain and constantly develop water systems and plan for future and plan for future community needs that meet all licensing requirements.
- Provide sewage systems for the community that satisfy the licensing requirements and adheres to all regulatory and legislative requirements.
- Provide and enhance a cost-effective waste management system.
- Undertake compliance, education with other service providers to ensure that environmental health standards are met and maintained.
- Provide responsible/effective and integrated animal management service to the Shire.
- Develop local laws, policies and procedures in relation to animal management.
- Work collaboratively with neighboring Shires and other land managers in the area of animal and pest management.
- Provide ongoing training to staff.
- Manage the Planning Scheme and assess all development and rezoning applications.
- Ensure accident-free workplaces by appropriate training and adhere to state work practices.



Foundation 4: Building Services

Objective: To develop, maintain and renovate infrastructure to improve community housing and council buildings.

Strategies Performance Indicators

- Seek funding from all available funding sources.
- Ensure the residents have access to good quality housing.
- Make representation to government to ensure that adequate resources are available for housing, construction, major renovations, repairs and maintenance.
- Deliver compliance based on priorities including financial viability, unlicensed contracting and contractual responsibility.
- Improve strategies for intervention in building disputes before and after the construction process.



Foundation 5: Community Services

Objective: To promote and develop a range of support services to cater for the diverse needs of the community.

Strategies Performance Indicators

- Provide appropriate support for economic development and employment that benefits the Shire.
- Seek funding from all available funding sources.
- Facilitate the provision of sporting and recreation facilities to meet the needs of a cross section of community residents.
- Facilitate the provision of men's and women's support services.
- Maintain, expand and broaden the opportunities for youth and thus build young people's capacity for self-improvement.
- Research and promote projects that facilitate self-improvement cultural and social enterprise, such as the Arts and Cultural Centre
- Increase opportunities to improve general knowledge, literacy skills, cultural enlightenment, and entertainment through the Indigenous Knowledge Centre.
- Provide kindergarten facilities that will enable kids to have an early start schooling and thus provide better transition to primary school.
- Provide an effective, informative culturally appropriate community radio system.
- Provide Life Promotion Programs to support community members in need.
- Provide quality aged and disabled care facilities and services.
- Develop residential aged and disabled care facilities and services.



Foundation 6: Enterprises

Objective: To promote and develop a range of enterprise services to cater for the diverse needs of the community.

Strategies Performance Indicators

Living within our means to deliver cost effective services by establishing foundations that consist of the following: -

- Establish a local indigenous Bloomfield River cruise that coincides with the walking track to the Bloomfield Falls.
- Establish successful accommodation/camping/cabins **WHAT WORD IS MISSING FROM HERE.**
- Ensure all properties used by other entities are **supported** by leases or tenancy agreements.
- **Further develop** the Containers for Change program and commercial recycling opportunities.
- Upgrade service station to cater for the 24/7 needs of all users. .
- Facilitate the development of an working café (7 days a week) at the Arts & Cultural Centre .





Contact Us

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Council opening hours:

Monday to Thursday: 7.30am to 4.30pm

Friday: 7.30am to 11.45am

