



WUJAL WUJAL
Aboriginal Shire Council

2021 - 2022

Operational Plan

Corporate Services

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Corporate Services

1.1 Finance

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Compliance with Budget process in accordance with statutes and council policies	Prepare and monitor 2021/2022 Budget and Operational Plan	<ul style="list-style-type: none"> Budget allocations are being met on a timely basis. Review of Budget and Amendments to budget allocations are recommended at monthly council meetings. Operational Plan review provided quarterly by CEO to Council Formal Budget Review November 2021 and February 2022 Meeting 	CEO and Director of Finance & Corporate Services	
Computer Systems	<p>Ensure agreed Financial Controller budget initiatives are implemented</p> <p>Undertake an independent review of proposed new computer system</p> <p>Provide on-going support to existing staff on current PCS (Civica) system</p>	<ul style="list-style-type: none"> Report to go to Council Training and support undertaken and completed within agreed timeframes 		

1.2 Finance

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Prepare annual financial statements and annual reports in accordance with legislative requirements.	Prepare annual financial statements and annual reports in accordance with legislative requirements.	<ul style="list-style-type: none"> Annual Financial Statements presented to the auditor prior to 31 October 2019. Annual report adopted within required timeframe. Unqualified Audit Report Audit Plan for 2021/22 adopted prior to 30 June 2021 	CEO and Director of Finance & Corporate Services	

1.3 Finance and all sections

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Ensure compliance with reference to council financial policies	<p>Policies to be reviewed.</p> <p>Finance Procedures Manual</p>	<p>Finalised policies approved by Council and published on website as required.</p> <p>Departmental Staff trained</p>	CEO and Director of Finance & Corporate Services	

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1.4 Funding

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Identify relevant funding sources	Corporate Services Technical Services Community Services Construction Enterprise	<ul style="list-style-type: none"> Number of successful funding applications secured New initiatives created as a result of new funding 	CEO and Council Directors	
Asset Management Plan/s	Review current plan and update for any major asset replacements and develop funding policy and timetables	Plans up-date and endorsed by Council		

1.5 Recruitment and Human Resources Management

Corporate Plan Strategy	Operational Plan Objective	Performance measure	Organisational Responsibility	Status

Retain and recruit the best possible employees through good work practices	Staff development program Implementation of Financial Controller human resource initiatives	<ul style="list-style-type: none"> • Organisation structure reviewed and approved by Council • Maintaining full staff establishment in accordance with revised structure • Early and effective recruitment following vacancy in positions as permanent part time (32hrs) 	CEO and Council Directors	
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1.6 Occupational, Health and Safety

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Ensure an accident- free workplace through appropriate training and adherence to correct work practices	Workplace, Health and Safety, including audit of requirements Review current practices and OH&S Plan	Development of a report on current status for WH&S and provide to Council	Director of Works and Building Services	

1.7 Bank and Postal Services

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide an appropriate banking and postal service that meets the needs of the community	Bank and Postal services Review and establishment of new operational procedures for bank customers	<ul style="list-style-type: none"> • New banking processes in place • Number of customers • Services accessed • Reports provided • Positive feedback from both Commonwealth Bank and Australia Post Post Office hours aligned to LPO Agreement	Director of Finance and Corporate Services	

1.8 Centrelink

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide a Centrelink service that meets the needs of the Shire	Centrelink Unit	<ul style="list-style-type: none"> • Types of services provided • Issues identified in relation to service delivery Centrelink hours aligned to Agency Agreement	Director of Finance and Corporate Services	

Governance
Community Safety
Family Services

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Governance, Community Safety & Family Services

2.1 Leadership

Corporate Plan Strategy	Operational Plan Objective	Performance measures	Organisational Responsibility	Status
Provide leadership through planned, transparent and accountable governance	Community consultation and engagement Financial Sustainability	<ul style="list-style-type: none"> • Effective Community Engagement Policy • Council decisions reported in newsletter and website • In conjunction with Internal Audit, review and implement appropriate strategies and recommendations from Financial Controller initiatives 	CEO, Mayor and Councillors CEO CEO and Director of Finance & Corporate Services	

2.2 Law and Order

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide direction through a system of local laws, clearly stated goals, policies and procedures	Community consultation: Local laws Review of Local Laws to assess current appropriateness	<p>A report to Council on effectiveness of current local laws and recommendation of future changes</p> <p>Maintain and further develop a Community Safety Committee and Community Safety Plan</p> <p>Attendance at the annual Mayoral Police Summit</p>	CEO, Mayor and Councillors	

2.3 Representation and Consultation

Corporate Plan Strategy	Operational plan Objective	Performance Measures	Organisational Responsibility	Status
Provide responsible and balanced representation of all sectors of an inclusive community	Council representation in all relevant committees/ organizations Maintain established Portfolio Councillor arrangements	<ul style="list-style-type: none"> Portfolio Councillors report regularly to Council Representative commitments fulfilled. 	Mayor and councillors	

2.4 Networking and Strategic Alliances

Corporate Plan Strategy	Operational Plan Objective	Performance measures	Organisational Responsibility	Status
Build strategic alliances with neighbors and relevant organisations	Identify relevant organisations and neighbours to deal with	<ul style="list-style-type: none"> Number of meetings held with relevant agencies Key results/outcomes of strategic alliances Meet with both Douglas and Cook Shires at least annually 	CEO and Mayor	

2.5 Council Meetings

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Produce accurate, timely agendas, minutes and reports	To ensure that Councillors' review agendas prior to meetings and, following council meetings, minutes are made available to Councillors and the public in a timely manner	<ul style="list-style-type: none"> Councillors receive agendas no later than 2 days preceding every Council meeting Unconfirmed minutes available (including on website) within 10 days of Council meeting Review and report on better transparency and recording of resolutions at meetings through improved technology 	CEO and Executive Assistant	

2.6 Decision Making

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Ensure prompt and timely action in all council decisions and public inquiries	<p>Ensure that decisions of Council are acted on in a timely manner</p> <p>General complaints process</p> <p>Ensure that public enquiries are dealt with in a timely manner</p>	<ul style="list-style-type: none"> Action sheet provided at every council meeting On-going review of complaints management process. Complaints database has been maintained and complaints time frames monitored 	<p>CEO and EA</p> <p>CEO</p> <p>Information Management Coordinator</p>	

2.7 Communication

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide a courteous, friendly and effective communication that can be seen, heard and read both internally and externally	Ensure that clients are dealt with in a professional manner	<ul style="list-style-type: none"> • Satisfactory client feedback • Development of customer service standards • Maintain social media presence with up to date and relevant information to stakeholders 	CEO and Council Directors CEO and PA	

2.8 Quality Management Support

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide quality management support systems to facilitate and enhance council decision making processes	Management support	<ul style="list-style-type: none"> • Number of policies developed, modified and deleted • Types of advice provided to council 	CEO and Council Directors	

2.9 Disaster Management

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide effective counter disaster and emergency planning and response service in accordance with relevant acts and regulations and develop, test and review plan of disaster management	Counter Disaster Unit	<ul style="list-style-type: none"> • Number of meetings held • Training provided to the group • Incidents of disasters and emergencies identified and reported • Local Disaster Management Plan reviewed and approved 	Mayor, Councillors, CEO and Council Directors	

2.10 Community Justice

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
To provide an effective, culturally appropriate justice system that contributes to a peaceful and law abiding community	Community Justice Group and Police Liaison Group	<ul style="list-style-type: none"> • Advocacy on behalf of Community Justice Group to community and Government as required 	Mayor and Councillors	

Technical Services

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Technical Services

3.1 Roads and Drainage

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Improve and maintain road networks and existing assets	Civil works management and construction	<ul style="list-style-type: none"> • Number of persons employed • Length of road Maintained • Project management plans for current planned infrastructure upgrades • Capital Works Project Principles Analysis carried out for all new projects 	Director of Works and Building Services	

3.2 Vehicles

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Vehicle Replacement	Efficient & reliable fleet	<ul style="list-style-type: none"> • Vehicle replacement programme tied to asset management plan along with funding policies and strategies • Program to form part of annual budget 	Director of Works and Building Services	

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3.3 Parks and Public places

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide safe and aesthetic public areas for passive recreation	Construct and maintain parks and public areas with priority given to high visibility locations	<ul style="list-style-type: none"> • Number of times public places are mowed and cleaned • Streetscape Program • Splash Park completed and in use by community 	Director of Works and Building Services	

3.4 Plant Management

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide quality plant and return maximum benefits to the Shire	Plant management and operations	<ul style="list-style-type: none"> • Operational procedural based plant and civil construction management system in place • Implementation of budgeted capital works program 	Director of Works and Building Services	

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3.5 Contract Work

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Seek contract work from neighbouring councils and organisations	Outside civil construction and maintenance work	<ul style="list-style-type: none"> Number of LGA'S providing contract work Nature and type of council external contract work 	Director of Works and Building Services	

3.6 Water Supply

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Maintain and continually develop water systems and plan for future community needs that meet all licensing requirements	Planning for future water supply	<ul style="list-style-type: none"> Reports on frequency of problems with water supply Results of water quality reports Production of Customer Service Standards Review drinking water quality plan 	Director of Works and Building Services Water and Sewerage Compliance Officer	

3.7 Sewerage System

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide sewerage for the community that satisfies the licensing requirement and adheres to all regulatory requirements	Planning for sewerage systems and maintenance	<ul style="list-style-type: none"> • Average daily processing of raw sewage • Reports on problems associated with operations of the sewerage system • Completion of Major system upgrade – ICCIP funded 	Director of Works and Building Services Water and Sewerage Compliance Officer Director of Works and Building Services & Project Managers	

3.8 Environmental Health

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Undertake compliance and education with other service providers to ensure that environmental health standards are met and maintained	<ul style="list-style-type: none"> • Environmental health • Food Safety • Water and Sanitation • Waste Management including collection and litter management • Sewage 	<ul style="list-style-type: none"> • Weekly collection of waste products • Kerbside collections • Training provided to EHW • Annual Work Plan • Transfer Station Operational • Reports provided 	Director of Works and Building Services	

	<ul style="list-style-type: none"> • Hygiene • Vector/Pest Control 	<ul style="list-style-type: none"> • Participate in Qld Indigenous Waste Strategy 		
3.9 Animal Management Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
To provide a responsible, effective and integrated Animal Management service to the Shire	<ul style="list-style-type: none"> • Animal Management Unit • Feral and pest animal control • Visiting Vet Program • Community Awareness • Pound Maintenance, Equipment • Domestic animals registration 	<ul style="list-style-type: none"> • Census of dogs • Dogs registered • Training provided to AMW • Reports provided • Annual Plan • Pest Control Program 	Director of Works and Building Services	

3.10 Land Use Planning

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Prepare an appropriate planning and development system that will enhance the lifestyle of existing and future residents of the Shire	Land Use Planning	<ul style="list-style-type: none"> • Planning Scheme compliant • Finalisation of Wujal Wujal Master Plan 	CEO and Council Directors Mayor and Councillors	

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Building Services

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4. 1Housing

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Recognition as a principal Contractor	Undertake all new social housing construction	<ul style="list-style-type: none"> • Number of new houses constructed + value. • Number of upgrade works done • Number of tenancies under 40 year leases • Number of tenancies under Agency Agreement • Number of housing lots approved • Number of Technical Working Group meetings held • Number of Joint Operations Meetings Held • Reports provided 	CEO, Director of Works and Building Services and Coordinator, Building Services	

4.2 Council Buildings

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Construct, renovate, improve and maintain Council buildings on a priority basis as an asset management program	Improvement to Council buildings and facilities (includes all staff housing or non-social housing buildings)	<ul style="list-style-type: none"> • Maintenance program implemented as directed by CEO • Prioritise Council employees to carry out works over contractors (where skills allow) 	Director of Works and Building Services	

4.3 Responsive Maintenance and Upgrade Program

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Seek preferred supplier status to Department of Housing and Public Works	<p>Responsive Maintenance and Upgrade Program – Department of Housing and Public Works</p> <p>Responsive Maintenance + Special Projects program WWASC</p>	<ul style="list-style-type: none"> • Value of Work performed. • Proven Value for Money on projects and contractors • Meeting response times for Council responsive maintenance work requests. • Meeting response times for BAS responsive maintenance work orders 	Director of Works and Building Services and Coordinator, Building Services	

COMMUNITY SERVICES

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Community Services

5.1 Sport and Recreation

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
<p>Facilitate the provision of sporting and recreation facilities to meet the needs of a cross section of the community</p> <p>Maintain, expand and broaden opportunities for youth and build young people's capacity for self – improvement</p>	<p>Sport and Recreation activity</p> <p>Youth programs for sport and recreation</p> <p>Annual SRG Plan.</p>	<ul style="list-style-type: none"> • Monitor SRG Plan • Number of community events assisted • Statistics/number of persons attending programs 	<p>Director of Community Services and Economic Development</p>	

5.2 Community Care Services

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide effective and efficient health and community care for aged, frail and disabled persons that promote physical and mental wellbeing of residents	Home and Community Care	<p>Types of care services provided:</p> <ul style="list-style-type: none"> • My Age Care <p>Compliance issues Addressed</p> <ul style="list-style-type: none"> • Police check on all employees. • Training Plan implemented. Mandatory Training completed. • All vehicles compliant for purpose. • Food Handling and Audits completed by EHO. • Reports provided 	Director of Community Services and Economic Development	

5.3 Men's and Women's Support Services

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
To liaise with outside service providers and Government organisations to provide information and support to community members regarding self-harm, family violence, counselling and grieving	<ul style="list-style-type: none"> • Men's and Women's Services 	<ul style="list-style-type: none"> • Facilities Management • Reports provided 	Director of Community Services and Economic Development	

5.4 Arts and Culture

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Research and promote projects that facilitate sustainable cultural and social capital	Arts and culture	Provision of arts and cultural projects and activities <ul style="list-style-type: none"> • Number of Workshop Conducted Professional Support <ul style="list-style-type: none"> • CIAF Attendance • Liaise with UMI Arts • CIAF Board membership Arts Gallery <ul style="list-style-type: none"> • Review • Front shop presentation • Service training • Cleaning roster • Stocktakes • Verandah presentation (chairs, tables, pot plants etc.) • Reports provided 	Director of Community Services and Economic Development	

5.5 Kindergarten

Corporate Plan Strategy	Operational Plan\ Objective	Performance Measures	Organisational Responsibility	Status
Provide facilities that will enable kids to have an early start at school and thus provide easy transition to primary school	Kindergarten	Number of children attending kindy Mandatory training completed Parental Involvement Reports provided	Director of Community Services and Economic Development	

5.6 Community Radio Station

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide an effective informative and culturally appropriate community radio.	Community Radio	Number of hours on the air Types of services provided: <ul style="list-style-type: none"> • Comm announcements • local music • Regional news/weather • Local Interviews • Celebrity interview Feedback from clients <ul style="list-style-type: none"> • Community Report provided	Director of Community Services and Economic Development	

5.7 Indigenous Knowledge Centre

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide an Indigenous Knowledge Centre for the educational, cultural and recreational needs of people of all ages	Indigenous Knowledge Centre	Types of services provided: <ul style="list-style-type: none"> • Books • Internet • After school activities (PaCe) - Regular reporting - Visitor numbers - Fee for service activities / revenue - Reports provided	Director of Community Services and Economic Development	

ENTERPRISE DEVELOPMENT

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SUMMARY OF CAPITAL WORKS AND PROJECTS

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7.0 Summary of Capital Projects

PROJECT	FUNDING		STATUS
Eco Lodge	Department of State Development, Manufacturing, Infrastructure and Planning		
Contractors Accommodation	DLGRMA		
Sewerage Treatment Plant Upgrade	ICCIP		
Sports Oval Upgrade	QRA		
Recycle Centre	ICCIP/DTMR		
Splash Park	2020/21 Covid -19 Works for QLD		
Community Hall Upgrade (Kitchen)	2020/21 Covid -19 Works for QLD		
Sewerage Network Upgrade	ICCIP		
Housing Plug-in and units	QLD Housing Public Works		
New Housing	Federal Indigenous Affairs/QLD DHPW		

