

Aurukun Shire Council



**Operational Plan
2024-2025**

Aurukun Shire Council Operational Plan 2024-25

Introduction

The Operational Plan 2024-25 forms an important part of the Council's strategic planning framework and outlines the key initiatives and activities the council will undertake for the financial year in accordance with the adopted budget.

This is the fifth Operational Plan aligned to Council's 5-year Corporate Plan 2020-2025 adopted by Council on 18/03/2021. The achievement of initiatives within the Operational Plan accumulates to meet the 5-year vision and objectives of Council's Corporate Plan.

The *Local Government Regulation 2012* (section 175) sets out the requirements and content for an Operational Plan. The Operational Plan must: -

- Be consistent with its 5-year Corporate Plan and annual budget
- State how a Council will:
 - progress the implementation of the five-year Corporate Plan during the period of the annual operational plan;
 - manage operational risks.

This Plan has been prepared consistent with these requirements.

Aurukun Shire Council Corporate Plan 2020 - 2025

Aurukun Shire Council Corporate Plan is the Council's strategic plan providing overarching direction for the Council to deliver a sustainable future for Aurukun from 2020-2025. The Corporate Plan guides our annual operational planning process, budget and the work of our staff to ensure resources are allocated to implement the Plan.

The principles of the *Local Government Act 2009* which underpin and guide our Corporate Plan, include:

- Transparent and effective processes, and decision making in the public interest.
- Sustainable development and management of assets and infrastructure, and delivery of effective services.
- Democratic representation, social inclusion, and meaningful community engagement.
- Good governance of, and by, local government.
- Ethical and legal behaviour of councillors, local government employees and council advisors

Our Council Values

We have a number of values which are important to our Council. They are what sets us apart and underpins our decisions. Values are important to our Council, not just the legislative requirements such as transparency, but our own personal values the Councillors have agreed upon. They need to be preserved and followed by current and future generations of Councillors. Our Council acknowledges and embraces the Wik Kath Min Community Values Statement, incorporating:

Respect

This underpins our society. We need to have respect for ourselves, our Elders, our families, others and our Country. Respect is critical to our community at so many levels. It is not just about what we say but also about how we behave. In that regard, it is important for our leaders to lead by example when it comes to respect

Leadership

Our community needs good leadership. An important role of this generation of leaders is to nurture and empower the next generation of leaders for our community. Without that leadership, our future will not be as positive. Leaders must lead but our leaders must also listen to our community. We acknowledge and respect our many leaders throughout community.

Culture

We have traditions which are important to individuals, families and our community. It is these traditions which bind us together and unite us. These traditions link our past to our future. It reinforces our sense of duty to ourselves and our people and our identity. Our languages, song lines and dances must be preserved for our future generations

Community

Our Community, Kinship and family-ties are important to us. We are all connected to each other. Respect for Community, Kinship and family is crucial to our future and in maintaining our values.

Our Council Vision and Mission



The Context of the Corporate Plan

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



Aurukun Shire Council Operational Plan 2024 - 2025

Each year Council produces an Operational Plan and Budget which guides priority setting and the allocation of resources to progress the signature projects, key actions and supporting strategies and plans identified in the Corporate Plan, as well as key operational activities related to the delivery of a wide range of services.

Our Operational Plan is structured to align with the four themes and objectives of the Corporate Plan and to inform funding priorities and service delivery. It assigns responsibility for the completion of initiatives to a lead department within the organisational structure and identifies supporting Council activities/services which are subject to careful planning and review.

Council has four functional areas that work together to deliver the Operational Plan, including:

- Office of the Mayor and Chief Executive Officer
- Corporate Services
- Technical Services
- Community Services

Monitoring and Reporting our Success

Progress in implementing the Operational Plan is reviewed by Council quarterly and an annual review is undertaken to assess progress in implementing the Corporate Plan. While performance measures are identified in the Corporate Plan, additional measures are used by Council to monitor performance, including measures within the Operational Plan, current Strategies and Plans, and Service Profiles.

Risk Management

Council has an Enterprise Risk and Management Framework which follows the principles set out in the Australian Standard AS/NZS ISO 31000:2018 Risk Management – Guidelines.

Council is committed to effective risk and opportunity management, ensuring that sound risk management principles and procedures are integrated into Council's strategic and operational planning and key decision-making processes. Strategic and operational risks are managed in accordance with council's Enterprise Risk Management Framework, Risk Management Policy, Risk Management Procedure, and Fraud and Corruption Prevention and Control Policy.

The proactive management of risks is a shared responsibility across the organisation. In doing so, council is committed to employees assuming responsibility for managing risks within their own areas, developing systems to continually improve the ability to effectively manage risks and reduce exposure. Council's goal is to achieve an appropriate balance between managing threats and realising opportunities to maximise its ability to achieve its objectives and to deliver quality services and projects for the community.

Aurukun Shire Council Operational Plan 2024-25

Key Goal: Our Economic Future

Key Goal 1 – Maximising Opportunities from Mining							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
1	ECO1.1	Establish a good working relationship with companies undertaking mining in our region.	Enter a Memorandum of Understanding (MOU) between the Council and the mining company to create positive ongoing working relationships.	Regular meetings with mining companies.	Tech Services	✓	
2	ECO1.3	Establish a light industrial estate in Aurukun.	Continue to develop a light industrial precinct in Aurukun which can service future business needs to support business growth.	Ensure light industrial estate is contained in planning scheme to ensure that there is no conflict with existing residential area.	Tech Services		✓
3	ECO1.4	Upgrade of Myall Creek Bridge and all-weather access to Weipa.	Advocate for the upgrade of Myall Creek Bridge and all-weather access to Weipa.	Advocate for the upgrade of Myall Creek Bridge and all-weather access to Weipa	Mayor/CEO		
Key Goal 2 – Employment and Training							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
4	ECO2.1	Apprenticeship schemes are operating in town.	Council operates an apprenticeship and traineeship scheme focusing on local staff to develop skills in the local workforce.	Recruitment and Retention Policy reviewed and updated.	Corporate Services	✓	
5				Resource Council's Apprenticeship and Traineeship Program through Grant Funding.	Corporate Services		✓
Key Goal 3 – Employment and Training							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
6	ECO3.1	More local residents own and operate their own local businesses.	Identification of opportunities for establishment and training of residents to own and operate local businesses.	Regular meetings with Department Employment Small Business and Training are continued to be held	Community Services	✓	
7	ECO3.2	Support programs for local residents as they start and operate their local business.	Refer community residents to appropriate small business support services (e.g. IBA/ Many Rivers).	Identify potential businesses opportunities including revegetation, landscaping, plant and machinery, laundry, catering etc.	CEO/Community Services	✓	
Key Goal 4 – Council Business Growth							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
8	ECO4.1	Grow revenue from accommodation services.	Maximise revenue from Council accommodation facilities.	Establish best model for ongoing management of Wu'ungkham Lodge	Corporate Services	✓	

9	ECO4.2	Aged Care and Disability Community Centre.	To provide a subsidised Care facility to support the aged and disabled in Aurukun.	SDAP review to be undertaken and finalised	Community Services	✓	✓
10	ECO4.3	Childcare and Family Hub Community Centre.	To provide a subsidised childcare facility for pre-prep children.		Community Services		✓
11	ECO4.4	Indigenous Knowledge Centre.	To support the sustainability of the Aurukun peoples' culture and provision of library services.		Community Services		✓
12	ECO4.5	Arts Centre growth.	To support promotion and online capability.	Local Artists to exhibit at Major Art Exhibitions across Australia	Corporate Services		✓
13	ECO4.6	Redevelopment of the Airport Contractors' Camp.	To investigate the redevelopment of current contractors' camp at the airport.	Plan to be completed through Regional Development Plan	Tech Services		✓
14	ECO4.7	Extension of commercial offices and shops (War Street/Koolkan Street).	To investigate the extension of commercial offices and shops.	Concept Planning Stage to be completed	Tech Services		✓

Key Goal: Our Community

Key Goal 1 – Better Community Facilities							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
15	COM1.1	More housing for the community	Council to undertake social housing provision with State Government funding and determine best option for how houses shall be delivered	Lots 293, 900,901,902 to continue to be developed with support from Department of Housing	Tech Services		✓
16	COM1.2	Better sport and recreation facilities	Undertake planning for open spaces to compliment the Aurukun Lifestyle.	Review the Sport and recreation master plan for the sporting complex and widen the brief to the whole town area	Community Services		✓
Key Goal 2– Better Community Services							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
17	COM2.1	Better pathways for our young people	Support the Aurukun Youth Strategy	Support of the Current Strategy	Community Services		
18	COM2.2	Support our young people to get a better education and have a knowledge of Local Government to become community leaders	Work in partnership with the school and Aurukun Youth Council to create awareness of local government and the functions of Council	Promote work employment placement with School	Corporate Services	✓	

19	COM2.3	Our culture continues to be strong in our community	Work in partnership with the school, Wik and Kugu Arts Centre and Indigenous Knowledge Centre to teach our culture at school engaging our local Elders.	Continue to support visits by the School/IKC to the Wik & Kugu Arts Centre to learn traditional art techniques	Community & Corporate Services		✓
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Key Goal 3– A Heathy and Safe Community

#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
20	COM3.1	Improve education about health within our community	Partnering with Queensland Health and Apunipima Cape York Health to promote more education about healthy choices including nutrition and lifestyle.		Community Services		
21	COM3.3	Environmental Health	We continue to lobby government for funding provision to undertake appropriate environmental health services.		Tech Services		✓
22	COM3.5	Review of Alcohol Management Plan	To undertake community consultation on the effectiveness and possible improvements to Alcohol Management in Aurukun	Council to review options for legal alcohol management in Aurukun by way of different types of licensing and carriage limits as per legislation	Community Services	✓	
23	COM3.6	Local drivers/boat licencing capability (including registrations).	Advocate for local drivers/boat licencing capability (including registrations).	Advocate for local drivers/boat licencing capability (including registrations).	Mayor/CEO	✓	

Key Goal 4– Our Culture and Identity

#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
24	COM4.1	Grow our arts community	Encourage more residents to become involved in the Wik and Kugu Arts Centre to gain skills and retain our culture.	Hold open days to increase artist registrations	Corporate Services		✓
25	COM4.2	Focus on our young people as our next generation of leaders	Identify our next generation of future leaders and develop formal mentoring programs linking them with current Elders and community leaders	Source funding to assist in training for potential mentors.	Community Services		✓
26	COM4.3	Maintain, value, share and celebrate our cultural practices and language	Ensure that our traditional cultural practices are maintained	Work with Traditional Owners and Elders to make sure that our traditional cultural practices and language are maintained	Mayor/Council		
27	COM4.5	Outstation movement (employment / business / tourism / housing opportunities).	To consult, promote and advocate for the outstation movement	Identify roads to be gazetted and maintained	Tech Services	✓	

Key Goal: Our Environment

Key Goal 1– Clean Water and Efficient Sewerage Services							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
28	ENV1.1	Maintain existing water and sewerage infrastructure	To develop and ensure that adopted Asset Management Plans are followed, particularly in relation to maintenance standards	Continue to develop Mentor APM Asset Management Application across the organisation	Tech Services	✓	
29	ENV1.3	Ensure that existing water supply sources are protected	Protect the water supply source from any potential impact of future development, including mining	Landfill design to take into consideration the groundwater supply aquifer	Dir Tech		✓
Key Goal 2– Waste Management Plan							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
30	ENV2.1	Development of Waste Management Plan for the life of the waste facility	To assess the current capacity of the landfill and to develop a 10-Year Asset Management Plan and provide reports against the plan	Repair and expand fencing of current waste facility	Dir Tech		✓
31	ENV2.2	Improved town streetscapes	Improve the look and feel of the town streetscapes including pathways, drainage, lighting, signage, parks and gardens.	Promotion of Bulk Rubbish Collection Days	Dir Tech	✓	
Key Goal 3– Managing the Impact of Future Mining on Our Environment							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
32	ENV3.1	Ensure that proposed mining does not impact on our local environment.	Undertake planning to minimise the impact of mining on our land and waterways and its continued use for traditional purposes.	Council to raise Environmental Impact Issues at regular meetings with Aurukun Bauxite Mine	Mayor/CEO		
33	ENV3.2	Ensure that the operation of any future mine is well planned in relation to its impact on our community	Undertake planning to minimise the impact of mine operations associated with the transport of staff, materials and equipment	Formalise infrastructure agreement with Glencore for use of Council barge facility, laydown area	Tech Services		
Key Goal 4– Community Health and Animal Control							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
34	ENV4.1	Improve community health services to our community.	Advocate for a wider range of services to be available from the health clinic.	Advocate for a wider range of services to be available from the health clinic.	Mayor/CEO		
35	ENV4.2	Improve community health services to our community.	Advocate for a wider range of services to be available from the health clinic.	Advocate for a wider range of services to be available from the health clinic.	Mayor/CEO		

36	ENV4.3	Improve animal control in our community		Fencing condition assessments to be regularly requested of Department of Housing	Tech Services		✓
37	ENV4.4	Research and evaluate energy infrastructure and environmental impacts.	Relocation existing diesel power generation plant from residential to industrial zone	Options Report to be developed and presented to Council	Tech Services		✓

Key Goal: Our Council

Key Goal 1– Our Leadership our Community							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
38	GOV1.2	The Council takes a strong leadership role in the community	The Council, as the main service provider and representative community body, facilitates regular meetings of all stakeholders in the community to provide direction and ensure consistency in services delivery	Community Meetings are undertaken for issues impacting community	Mayor/Council		
38	GOV1.3	Council is setting the agenda	That Council continues to take a lead role in identifying activity and development priorities for Aurukun	Local Decision-Making Group – community members are voted in, and meetings are formalised and commence	Mayor/CEO Community Services		
39	GOV1.4		Actively listening to community concerns and issues through use of “Have Your Say” Days, and other community engagement opportunities.				
40	GOV1.5	Community broadcasting.	Memorandum of Understanding with Queensland Remote Aboriginal Media is met and strengthened	MOU is reviewed and updated	Community Services		
41			Broadcasting (radio) is maintained for community communication and entertainment	Broadcasting (radio) is maintained for community communication and entertainment	Community Services		
42			Council continues to hold FM Radio Broadcasting Licence	Council continues to hold FM Radio Broadcasting Licence	Community Services		
Key Goal 2– Better Communication							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
43	GOV2.1	Improve internal communication within our town and with external agencies and media.	Keeping our community informed about what is happening in our town	Community Directory is created	Community Services		

Key Goal 3– Improve Customer Service							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
44	GOV3.2	Develop a more professional internal focused customer service.	Undertake focused customer service training within the whole organisation (including cultural awareness training).	Cultural Awareness Training to be undertaken by all staff	Corporate Services	✓	
Key Goal 4– Our Staff							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
45	GOV4.2	Encourage more local staff in technical and supervisory roles.	Dedicate more senior staff time to mentor local staff and encourage them to undertake both technical and all supervisory roles	Develop a Mentor Program	Corporate Services	✓	
Key Goal 5– Financial Sustainability							
#	CP Link	Initiative	Description	Target	Department	Internal \$	External \$
46	GOV5.1	We aspire to be a financially sustainable Council	Council endeavours to be accountable and responsible financially and operate with efficiency within the required legislative parameters.	External Audits are completed within timeframes and no significant deficiencies are identified	Corporate Services	✓	