KOWANYAMA ABORIGINAL SHIRE COUNCIL ANNUAL OPERATIONAL PLAN 2025-2026
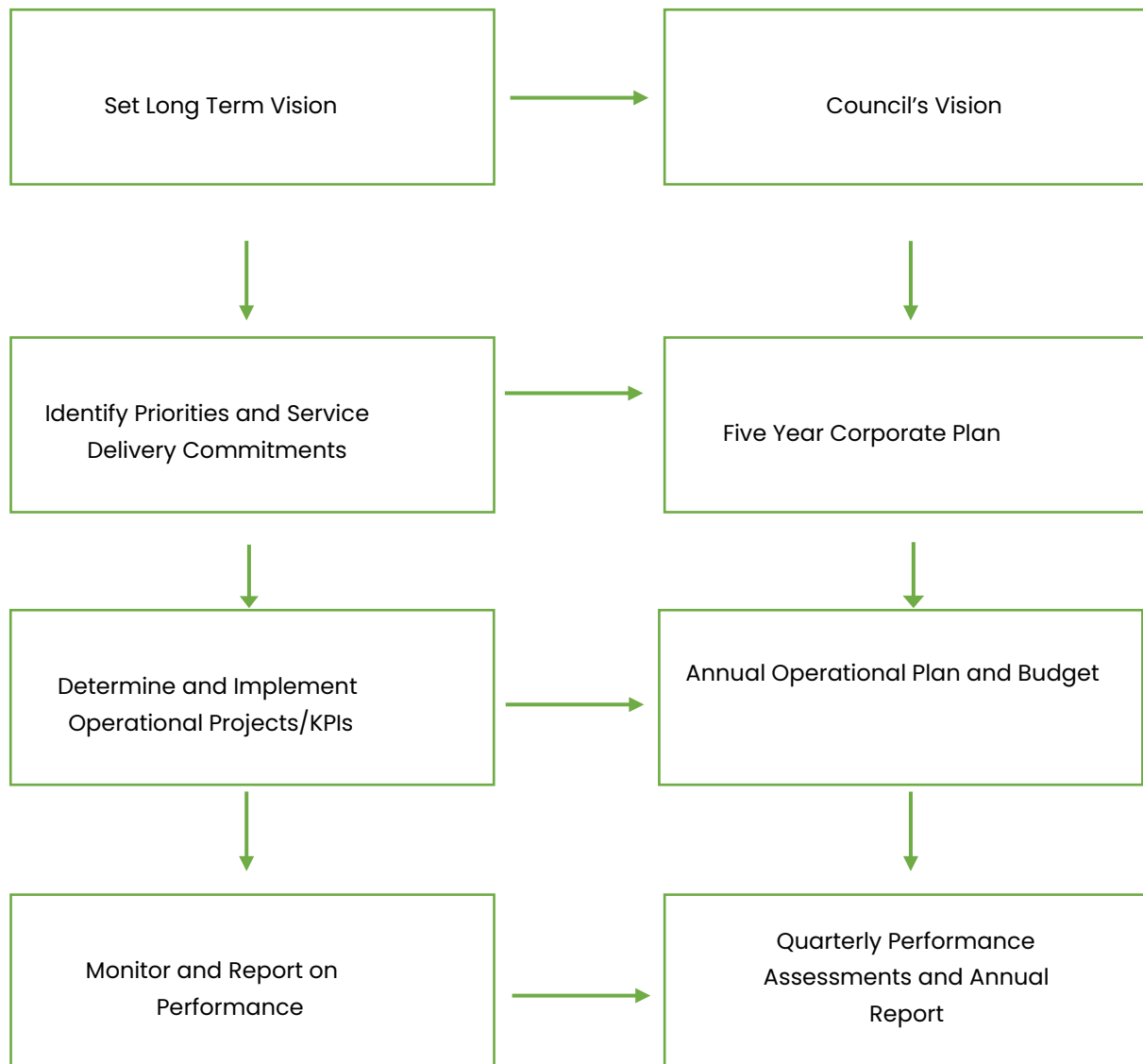
KOWANYAMA
ABORIGINAL SHIRE COUNCIL
Place of many waters

Section 1: About the Operational Plan

The Kowanyama Aboriginal Shire Council Operational Plan - 2025-2026 is a key plan for the shire, as it translates our priorities and services, set out in our five-year Corporate Plan, into measurable actions for the financial year. Progress is regularly reported during the year to Council. A performance report is presented to Council and the community every three months as well as an Annual Report. These reports include information on the delivery of key projects and achievement of performance targets as per the relevant financial year's Operational Plan.

The diagram below represents the strategic planning framework used by Council and illustrates where the Operational Plan fits within that framework:

Set Long Term Vision	Council's Vision
Identify Priorities and Service Delivery Commitments	Five Year Corporate Plan
Determine and Implement Operational Projects/KPIs	Annual Operational Plan and Budget
Monitor and Report on Performance	Quarterly Performance Assessments and Annual Report

Section 2: Managing Operational Risk

Identified operational risks will be managed in accordance with the Council's adopted Risk Management Policy and Strategic Risk Management Framework, having regard to the nature of the risks and the likelihood and consequence ratings applied to them as determined by the risk analysis process.

Risk Management Objectives

- Ensure risk management is an integral part of strategic planning, and management any day-to-day activities of the organisation;
- Promote a robust risk management culture within the Council;
- Enable threats and opportunities that face the organisation to be identified and
- appropriately managed;
- Facilitate continual improvement and enhancement of Council's processes and systems;
- Improve planning processes by enabling the key focus of the organisation to remain on core business and service delivery; and
- Encourage ongoing promotion and awareness of risk management throughout Council.

Risk Management Principles

For risk management to be effective, an organisation should comply with the following principles:

- Risk management creates and protects value;
- Risk management is an integral part of organisational processes;
- Risk management is part of decision making;
- Risk management explicitly addresses uncertainty;
- Risk management is systematic, structured and timely;
- Risk management is based on the best available information;
- Risk management is tailored;
- Risk management takes human and cultural factors into account;
- Risk management is transparent and inclusive;
- Risk management is dynamic, iterative, and responsive to change; and
- Risk management facilitates continual improvement of the organisation.

Section 3: CEO Office

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Corporate Plan	• CEO Office • Governance	Council has reviewed and refreshed the 2024 – 2029 Corporate Plan by 31 December 2024	• Councillor update session • Councillor Community Consultation • Adopted refreshed Corporate Plan	5-8
Carbon Abatement Project	• CEO Office	Council Continues Carbon Abatement	• Council maintains compliance obligations with clean energy regulations • Budget compliance	3-7 5-9
Carbon Land Restoration Fund Feasibility Study	• CEO Office	Council undertakes a feasibility study into the viability of moving to LRF and makes formal resolution	• Feasibility study presented to Council • Council resolution	3-8 5-9
Cattle Company	• CEO Office	Council continues to destock and sell its cattle across both PICs	• Council maintains compliance obligations with LPA • Budget compliance • Explore mutually beneficial partnerships (i.e.,. AEA MOU)	3-8
AEA MOU	• CEO Office	Council continues to destock and sell its cattle across both PICs	• MOU Signed • MOU objectives achieved / implemented	2-1 3-2
Long-term Strategic Infrastructure Projects	• CEO Office	Council has a capital prioritisation strategy and program for new assets that are funded by grants opportunities.	• Develop Strategy • Develop a List of Assets • Reference Asset Management Plans • Apply Strategy	4-4 5-3 5-8
Oriners & Sefton Advisory Committee	• CEO Office	Council has an active and productive committee that provides guidance for operations at Oriners and Sefton Stations	• Hold meetings in accordance with the Terms of Reference • Undertake annual review of Terms of Reference (and membership) • Native Title	1-1 2-2

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Trustee Advisory Committee	• CEO Office	Council has an active and productive committee that provides guidance for Trustee management of the Kowanyama DOGIT	• Hold meetings in accordance with the Terms of Reference • Undertake annual review of Terms of Reference (and membership)	1-1 4-1
Council of Elders Advisory Committee	• CEO Office	Council has an active and productive committee that provides guidance for community priority issues	• Hold meetings in accordance with the Terms of Reference • Undertake annual review of Terms of Reference (and membership)	1-1 2-2
Grants Management Framework	• CEO Office	Council has a framework in place to define when Council applies for grants, how that is communicated, how it will be managed, and Council's performance for all grants.	• Develop framework • Implement framework	2-5

Section 4: Corporate & Financial Services

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Asset Management Plans	• Finance • EMRIES	Complete Council Wide Asset Management Plan	• Initial Organisational Wide Asset Management Plan based on Asset Register • Water Sub-Plan • Sewerage Sub-Plan • Urban Roads Sub-Plan • Buildings Sub-Plan	5-3
Finance System	• Finance	Identify alternate Finance System to align with Council requirements	• Define system requirements to meet Council needs • Investigate software/system options available • Select system • Develop an implementation plan • Implement System and "Go Live"	5-8
Electronic Payroll and HR System	• Human Resources	Implement new payroll and HR system to align with Council requirements, enhancing efficiency, accuracy, compliance, data management, and employee experience throughout the employee lifecycle.	• Investigate and Select System • Develop and finalise an implementation plan including user training program • Implement System within agreed timeframe • Go Live	4-2 5-3 5-8
Employee Retention Strategy	• Human Resources	Develop strategy to reduce employee turnover, prevent attrition, increase retention and employee engagement	• Review of Council's recruitment and induction processes • Develop and implement Employee Award Program • Review of Staff Housing entitlements	4-1 4-2 4-8
Education (15-18 years)	• Human Resources	School based Apprenticeship & Traineeship Program	• Develop Apprenticeship Traineeship program for 15 – 18-year-old students • Develop post-school support for student who do not complete program while at school.	1-3 3-6 4-5 4-6 4-10
Community	• Information,	Implementation of Community WiFi	• Research and identify suitable grants for community WiFi	4-4

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Wi-Fi	Communications & Technology		projects. • Identify Strategic WiFi locations around community • Implement Community WiFi • Utilise as possible extra network carrier for Council • Measure community satisfaction and utilisation of the Community WiFi service.	
CCTV (Community Safety Plan)	• Information, Communications & Technology	Implement and maintain an expanded CCTV platform, in line with Community Safety Plan and current CCTV Policy	• Carryout audit and provide recommendations • Implement CCTV in accordance with Safety Plan • Review to ensure compliance obligations are met	2-4 4-4
Records Management Disposal Strategy	• Information, Communications & Technology	Council has a working disposal program implemented for records	• Investigate strategies or outsourcing • Develop plan • Implement • Digitise documents	4-4
Cybersecurity and Fraud Training	• Information, Communications & Technology	Conduct cybersecurity training for staff	• Decrease likelihood of reported security incidents by providing a combination of online learning materials and group training exercises. • Conduct follow-up assessments to measure knowledge retention and awareness improvement. • Increase in the adoption of secure practices by staff members. • Improve incident response time and minimize the impact of security breaches.	4-4
SharePoint Re-development Project	• Information, Communications & Technology	Restructure SharePoint and implement operational structure	• Develop a new information architecture for SharePoint including a Roadmap • Migration of all existing data and documents to the new structure. • Document and communicate the naming conventions for SharePoint sites, libraries, and files. • Train and educate staff on the new SharePoint structure and features.	4-4
Transition from Hybrid Active	• Information, Communications	Transition to Microsoft 365 and Azure Entra ID cloud	• Plan and execute the migration of onsite Active Directory, email, and collaboration services to Microsoft 365.	4-4

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Directory to Modern 365 Cloud	& Technology		• Implement Azure Active Directory Entra ID for centralized user management. • Implement Mobile Device Management • Train and support staff where required	
WH&S	• Workplace Health and Safety	Workplace Health and Safety Framework	• Develop and implement a Workplace Health & Safety framework (including Safety Management System) • Monitor and review framework (6–12-month ongoing cycle)	1-2 2-5 4-2
Drug and Alcohol Testing	• Workplace Health and Safety	Regular scheduled and RTW drug and alcohol testing in Kowanyama and Cairns workplaces	• 4 inspections annually in Kowanyama and Cairns	1-2 2-5 4-2
New Planning Scheme	• Governance	Council has a current planning scheme by 30 June 2026	• Complete associated studies for the planning scheme • Develop a new scheme • Community consult process • State approval • Adopted planning scheme	5-8
State Compliance Checklist	• Governance	Council is compliant with all compliance obligations per the State's compliance checklist, which is defined by the Local Government Act and Regulation	• Review checklist • Review and adopt all associated policies • Compliance checklist is signed off by EMT	5-8

Section 5: Roads, Infrastructure and Essential Services

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Fleet Management Program	• EMRIES	Council has a comprehensive fleet management program	• Audit of all fleet is complete. • Programmed maintenance and cyclical replacement strategy • Appropriate priority vehicles purchased	5-3
Council Building Renewal Program	• Building Management	Council has a program of capital renewal for council buildings based on the Asset Management Plan	• Each function of Council has been reviewed • Life cycle planning • Cyclical maintenance program in place	5-3 4-4
Community Housing	• Building Management	Responsible management of repairs, maintenance and upgrades of existing assets, compliance with regulatory requirements and undertaking of works in line with contracts	• Receive, allocate and program works within nominated QBuild contract timeframes • Timely completion of internal works • Re-establishment of local workforce across all trades • Revenue in line with agreed profit margins	2-1 2-7
Recovery works	• Roads	Funded recovery and betterment works are completed within QRA timelines for registered events	• Project scoped, funding sourced and works complete. • Projects completed within budget. • Projects completed within QRA and grant funding timelines.	1-9 3-4
Drinking Water Improvements	• Essential Services	To continue to meet the current QLD drinking water standards	• Implement improvements as identified through internal and external audits • Monitor and maintain drinking water standards through training and development of local workforce • Engage and foster relationships with Regulatory departments	1-6 4-4
Airport Infrastructure	• EMRIES	Ensure all airport infrastructure conforms to CASA requirements	• Audits undertaken with suggested improvements	1-3 1-9

Project	Section	Objective	Performance Measures	Corporate Plan Reference
		including fuel farm, runway, and PAL system. Upgrade apron, taxiway, and runway	implemented. • Funds secured, resilient design and upgrade projects substantially complete, within available funds	2-1 4-4
Town Streets	• Roads	To Improve resilience of town streets with long term benefits	• Complete Streets Upgrade and Resilience Design package • Complete betterment and reconstructions in critical damaged areas	1-9 4-4 5-3 5-5

Section 6: Community Services and Cultural Heritage

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Community Safety Plan	• EMCS	Council's next iteration of the Community Safety Plan is developed and implementation commenced within the restraints of financial resources.	• Community Safety Plan is developed and adopted by Council. • Implementation of recommended outcomes commenced • Funding sourced for relevant actions.	2-4 3-4, 5
0 – 5 Education	• Childcare / Early Years Hub	The development of education for children 0 – 5 years is fostered through Council led initiatives.	• Development of an early year's program for the Kowanyama Early Education Hub. • Implementation of the early year's program.	1-2, 3
Sports and Recreation	• Sport and Recreation	Delivery of programs, initiatives and infrastructure that support increased participation in activities.	• • Sport and Recreation Strategy is developed and adopted by Council. • Implementation of planned initiatives to support organised participation. • Funding sourced for relevant infrastructure projects.	1-2, 4 3-1, 8, 9 5-4 5-4
Aged Care Compliance	• Aged Care	Council maintains a compliant and sustainable Aged Care Service.	• Compliance with the federal government aged care standards is consistently maintained. • Recommended continuous improvement initiatives and infrastructure are identified and implemented. • Annual proactive routine maintenance is carried out. • Explore options to divest the Aged Care Service to a specialist provider.	1-2 3-7
Community Engagement / Events	• Community Services and Events	Encourage and foster community engagement in local events to support and celebrate culture.	• Development and implementation of a community events calendar. • Partnerships with Community Groups/Organisations are supported to facilitate cross-community messaging at relevant events.	1-2 2-2 3-9

Project	Section	Objective	Performance Measures	Corporate Plan Reference
Women's Services	• Community Services and Events • EMCS	Council maintains an active and supportive Women's Program and Women's Shelter focussed on building the capacity and capability of community members.	• Women's Shelter remains compliant with Human Services Quality Framework (HSQF) standards and requirements. • Development of an activity calendar for Women's Group to support and activate the community through regular events, and capacity-building meetings. • The Women's Shelter is upgraded/renewed to improve safety and to support higher capacity of clients. • Explore options to divest the Women's Shelter to a specialist provider.	1-2, 4 2-2, 5 3-1, 9 5-4
Community services	• EMCS	Support improved liveability initiatives within the community.	• Implementation of Orange Sky Laundromat in the community. • A Youth Strategy is developed and adopted by Council, with implementation commenced within the restraints of financial resources.	1-2 2-2 3-1, 3, 7 4-5, 6, 8 10