



Lockhart River Aboriginal Shire Council

"Strong Puuya, Strong Culture, Strong Future"

Operational Plan

2024-2025



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About the Plan

Under the *Local Government Act 2009*, Lockhart River Aboriginal Shire Council is required to produce an Annual Operational Plan.

The Annual Operational Plan details how Council will deliver on priorities identified in Council's five –year Corporate Plan for 2023 – 2028, for the current financial year.

The Corporate Plan is prepared to track Council on performance measures and to be as clear and open in conducting business practices that best serve the interests and priorities of community.

The five Key themes are assigned specific objectives highlighting what Council would like to achieve within the 2024 -2025 financial period. The operational plan activities are assigned to a team, officer or department to monitor and measures performance outcomes to ensure they are achievable, completed or ongoing and the status is reported to Council.

Quarterly reports and the Annual Report will be presented to Council on the progress and outcomes as per the relevant financial year's Operational Plan.

The Annual Operational Plan is also the foundation of Council's 2024-2025 annual budget which provides resourcing for identified programs and activities.

Both Corporate Plan and Operational Plan are prepared to best align itself with Queensland Plan – the 30-year vision for the State and Cape York Regional Plan.

Electronic copies of Council's Annual Operational Plan are available, free of charge, on Council's website www.lockhart.qld.gov.au

Key Result Area: Social Wellbeing

| Objective 1.1 – Health and wellbeing of community members | | | | | | | |
|---|---|--------------------|--|------------------|----|----|----|
| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
| | | | | Q1 | Q2 | Q3 | Q4 |
| 1.1.1 | Recruit membership to 'Health Action Team' responsible for all local health matters | Executive Services | Functional Health Action Team | | | | |
| 1.1.2 | Health Action Team to collaborate with RFDS in all health related issues around Lockhart River Community (Chronic diseases, healthy lifestyles and drinking rehabilitation program) | | Active Health Action Plan | | | | |
| 1.1.3 | Develop Community Farm MOU with Cape York Employment Services to improve 'grow your own vegies program' | | Community farm development plan | | | | |
| 1.1.4 | Collaborate Kuunchi Kakana Centre and RFDS activities on health for young women 'Call for Life' program | | Call for Life Program is functioning | | | | |
| 1.1.5 | Lobby Alcohol Tobacco and Other Drugs (ATODS) and Royal Flying Doctors Services (RFDS) to improve mental health issues recovery program | | An action plan is designed by Puuya Foundation, Mens and Womens Group Moving mental health to Kuunchi Kakana Centre | | | | |

Objective 1.2 Good education for all Lockhart River children

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|--|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 1.2.1 | Form and recruit membership to Lockhart Education Committee (LEC) to coordinate all education for the kids | Executive Services | Lockhart Education Committee is established by Mayor and Principal Lockhart River State School + Puuya Centre | | | | |
| 1.2.2 | The Council to play a support role to the school in delivering the traditional language and cultural education by elders | | Program to deliver language and cultural education by Elders in place | | | | |
| 1.2.3 | Develop MOU between Cape York Employment Services and Lockhart Education Committee (LEC) to support 'Walk Kids to School' initiative | No committee yet | MOU developed (CYE, School, Council and Community) Parent/Teacher interviews and interactive activities | | | | |

Objective 1.3 Provide recreational activities that keep people healthy, happy and active

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|---|----------------------|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 1.3.1 | Construct fencing structure at Ivy Park, Tinta and Twin Peak play equipment areas | Building Services | Perimeter fencing installed around all play equipment areas | | | | |
| 1.3.2 | Develop lease agreement for the premises of the Social Club building | Executive Services | Social Club business trading operating hours Lease agreement for the premises | | | | |
| 1.3.3 | Construct new softball field | Engineering Services | Funding secured and commencement of works | | | | |

Objectives 1.4 There is local leadership around law and order

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance Measures | Delivery targets | | | |
|--------------------------|---|--------------------|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 1.4.1 | Implement By-Laws/Subordinate Laws. Public awareness | Executive Services | Number of sessions on public education and awareness of revised version of By-Laws and Subordinate Laws Public Notice erected | | | | |
| 1.4.2 | Community police officer position with appropriate delegation of powers | | Community Police Officer Position is discussed by the Community. | | | | |

Objective 1.5 Looking after the welfare of our families, children and old people

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|---|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 1.5.1 | Lobby for more collaboration of Queensland Health, and RFDS to support local practical parenting and early childhood programs at Kuunchi Kakana | Community Services | Details pf programs established by Council and Health Authorities | | | | |
| 1.5.2 | Improve the NDIS program | | Number information sessions and new clients | | | | |

Objective 1.6 To ensure that our traditions and culture are nurtured and promoted

| Corporate Plan Reference | Operational Plan Activities | Responsible Team | Performance measures | Delivery targets | | | |
|--------------------------|---|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 1.6.1 | Improve collaboration between Art Centre and Council cultural programs | Executive Services | CEO to coordinate the collaboration meetings | | | | |
| 1.6.2 | Source funding for Cultural participation programs (Laura Dance Festival) | | Council budget to support the funding of programs | | | | |
| 1.6.3 | Complete construction of Cultural Precinct | | Target 100% completed | | | | |

Objective 1.7 To increase Council's capacity to provide and manage community services

| Corporate Plan Reference | Operational Plan Activities | Responsible Team | Performance measures | Delivery targets | | | |
|--------------------------|---|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 1.7.1 | Lobby for funding for bigger Sports & Recreation program | Community Services | Recruit for the Sports & Rec Officer position New softball field (W4Q 24-27 program) | | | | |
| 1.7.2 | Commence quarterly local community services leadership forum and issues (re <i>"Think Tank" Initiative in Governance & Leadership</i>) | Executive Services | Quarterly community leadership forums coordinated by the Mayor | | | | |

Key Result Area: Natural Environmental & Resource Management

Objective 2.1 To provide land and sea with natural and cultural protection

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance Measures | Delivery targets | | | |
|--------------------------|--|--|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 2.1.1 | Support Mangkuma Land Trust and Kuuku Yau Corporation Ranger programs | Executive Services | Successful funding submissions | | | | |
| | | | Ranger program incorporated | | | | |
| 2.1.2 | Develop MOU / agreement between Council, Mangkuma Land Trust and Nyimuchin Kanthumpu Aboriginal Corporation | | Target to finalize the existing MOU draft | | | | |
| 2.1.3 | Maintain rural roads and minor infrastructure to support 'go back to country' initiative | | Scope of approved and carried out roadworks | | | | |
| 2.2.1 | EHO to scope and implement environment education programs on water conversation, waste management & recycling, animal welfare/management and fire management | Essential Services & Local Disaster Management Group | Environmental management education program | | | | |
| | | | Construction of Environmental Health Centre | | | | |
| 2.2.2 | Establish Community clean up semi-annual events | | Annual beach clean-up by collaborating Pre-cyclone and Tangaroa Blue events | | | | |

Objective 2.3 To improve animal management and welfare

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance Measures | Delivery targets | | | |
|--------------------------|--|--------------------|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 2.3.1 | Support door knocking animal management and welfare campaign | Essential Services | Established door knocking program | | | | |
| 2.3.2 | Enforce animal registration (revised by-laws) | | Number of animals registered. Number of breaches reported by enforcement officers. | | | | |
| 2.3.3 | Keep dogs out of streets | | Notices put up Vet visit advertisement (4 weeks prior) Fencing up properties with dangerous dogs | | | | |

Key Result Area: ECONOMIC DEVELOPMENT

Objective 3.1 To support provision of relevant training and opportunities to residents and employees

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance Measure | Delivery targets | | | |
|--------------------------|--|--|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 3.1.1 | <p>Source funding to expand local traineeship and apprenticeship.</p> <ul style="list-style-type: none"> - Skilled First Nations Workers <p>Run activities that specialise in placement of First Nations people in community and/or assist in business start-ups.</p> <p>Operate the Ngaachi Nyi'ilama Business Hub to provide access to commercial resources to set up:</p> <ul style="list-style-type: none"> - ABN registration - Business Bank Accounts - Insurances - Permits, licenses and tickets - Fee Free online TAFE courses <ul style="list-style-type: none"> o Bookkeeping and BAS short courses | <p>Business Development Officer and Councillor</p> <p>Collaborate with Department of Employment, Small Business and Training, and Advance Queensland</p> | Funded training programs and positions | | | | |

Objective 3.2 Establish business development strategy

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance Measure | Delivery targets | | | |
|--------------------------|---|--|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 3.2.1 | Source funding for feasibility study to expand local economic base to grow local businesses and new focus on tourism | Business Development and Support Officer | Funded feasibility study coordinated by Business Development Officer | | | | |
| 3.2.2 | Explore supporting privatisation enterprise models for the following: <ul style="list-style-type: none"> - Parks and Gardens - Ngaachi Nyi'ilama Business Hub and Workforce Employment Services - Work with TO's on Farm project - Recycling, Landfill and Garbage Collection - Work from Home (Work on Country) | Business Development and Support Officer | Ongoing viability, capability, sustainability and feasibility Think Tank sessions. Update Council | | | | |
| 3.2.3 | Establish training face-to-face and online, self-paced, flexible workforce training based on identified needs. Business Education: <ul style="list-style-type: none"> - New business - Compliance e.g. Gst payable | Business Development and Support Officer | Business owner confidence in improved Awareness of Economic cycles Team work, inclusiveness, participation, retention collaboration and completion of goals and objectives Number of Community Engagement Events to promote and market activities | | | | |

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance Measure | Delivery targets | | | |
|--------------------------|--|--|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 3.2.4 | Support local businesses and local community | Business Development & Support Officer | Ongoing Report to Council | | | | |
| 3.2.5 | Improve Workplace Health and Safety (WHS) practices | Business Development & Support Officer | Work Health and Safety inspection and report – 2024/25 Staff drug testing using random sampling | | | | |
| 3.2.5 | Emerging Business Support Development Officer training | Business Development & Support Officer | <ul style="list-style-type: none"> Advertise, gage expression of interests form community Develop skill set Report to Council | | | | |

Objective 3.3 Use of modern information and communication technologies

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance Measure | Delivery targets | | | |
|--------------------------|---|--|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 3.3.1 | Maintain Starlink through council departments | Business Development & Support Officer | Meetings technology upgrade - Council chambers | | | | |
| 3.3.2 | Education in Apps for Business such as: Xero and or MYOB Business Bank Accounts to simplify cash flow to meet tax obligation, and payroll | Business Development & Support Officer | Confidence in accessing a computer Frequent use of technology to perform work related functions Report to Council | | | | |
| 3.3.3 | Basic Microsoft Office and Email use | Business Development and Support Officer | Confidence in accessing a computer Report to Council | | | | |

Key Result Area: Infrastructure Development

Objective 4.1 –To increase Council’s capacity to provide and manage roads, bridges, housing, and airport infrastructure

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|---|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.1.1 | Cape York Employment Services to work together on training programs leading to employment | Executive Services | Number of new trainees in placement with Council’s roadworks crew | | | | |
| 4.1.2 | Lobby for capital works funding from state and federal governments and Cook Shire | | Number of new funded programs and their value (roads, housing and other infrastructure) | | | | |
| 4.1.3 | Community participation prepare to asset management plan for 10 years capital works program | Corporate Services | Revised 10 Year Asset Management Plan | | | | |

Objective 4.2 –Ensure well maintained and upgraded water, sewerage and storm water systems

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery target | | | |
|--------------------------|--|--------------------|--|-----------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.2.1 | New storm water, waste water and water reticulation in the new subdivision development | Essential Services | Works completed by June 2025 | | | | |
| 4.2.2 | Upgrade and renewal work on existing sewerage infrastructure | | Seek funding and commence works re LGGSP Program | | | | |
| 4.2.3 | Upgrade and renewal work on existing water supply and treatment infrastructure | | Seek funding and commence works re LGGSP Program | | | | |

Objective 4.3 – To improve the supply of quality housing- and buildings

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery target | | | |
|--------------------------|--|--------------------|---|-----------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.3.1 | Lobby for new funding for Community Housing | Executive Services | New funding acquired for community houses | | | | |
| 4.3.2 | Seek funding for major renovations on Council buildings (Admin office) | | | | | | |

Objective 4.4 – To effectively manage and upgrade waste management system

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery target | | | |
|--------------------------|---|--------------------|--|-----------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.4.1 | New landfill site development proposal | Essential Services | Identify site and lobby for funding | | | | |
| 4.4.2 | Investigate recycling options for old cars and wreckages disposal | | Collaborate with CY regional recyclers Annual clean-up event scheduled in November 2024 | | | | |

Objective 4.5 – To ensure that road network is well maintained

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery target | | | |
|--------------------------|---|----------------------|--|-----------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.5.1 | Source capital funding for Old Mission Road | Engineering Services | New funded capital programs and amount | | | | |
| 4.5.2 | Source capital funding for Main Access road (Portland Road) crossings (TCICA, ATSI/TIDS, R2R, LRCI, QRA, etc) | | New funded capital programs and amount | | | | |
| 4.5.3 | Carry out DRFA funded restoration and betterment works on Old Mission Road and Portland Road | | Complete currently approved submissions and new submissions lodged | | | | |

Objective 4.6 – To ensure that urban planning and development framework is in place

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery target | | | |
|--------------------------|---|--------------------|-----------------------------------|-----------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.6.1 | Schedule review and update of Planning Scheme | Executive Services | Proposals and funding arrangement | | | | |
| 4.6.2 | Support negotiation of township ILUA | | Signed agreements/contract | | | | |

Objective 4.7 – To ensure that public amenities and buildings are well maintained

| Corporate Plan Reference | Operational Plan Activities | Responsible Team | Performance measures | Delivery targets | | | |
|--------------------------|--|----------------------|--------------------------------|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.7.1 | Paint art on water tank to celebrate culture | Executive Services | Completed painting works | | | | |
| 4.7.2 | Complete construction of new Environmental Health Centre shed | Building Services | Target 50% completed | | | | |
| 4.7.3 | Landscaping structures and town beautification | Parks & Gardens | Number of structures completed | | | | |
| 4.7.4 | Carry out yards and street clean-up competition | Essential Services | November yard clean up event | | | | |
| 4.7.5 | Design and install community visitor information billboard containing subordinate laws visiting requirements | Engineering Services | Complete installation works | | | | |

Objective 4.8 – To provide reliable air service to local people and visitors

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measure | Delivery targets | | | |
|--------------------------|---|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 4.8.1 | Continue viability assessment of Lockhart River Aerodrome business model – new business lines | Executive Services | New revenue streams established | | | | |
| 4.8.2 | Develop tourist facilities and services | Executive Services | Complete camp site at Cultural Precinct | | | | |

Key Result Area: Leadership and Governance

Objective 5.1 – Encourage local leadership with right skills and experiences

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|---|--------------------|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 5.1.1 | Develop and implement annual Councillors' training program | Executive Services | Number of training programs carried out. | | | | |
| 5.1.2 | Establish Council committee for the youth and role modelling program to coordinate youth leadership award | Community Services | Camps & programs delivered | | | | |

Objective 5.2 – Ensure governance structure is in place for good decision making

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|--|--------------------|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 5.2.1 | Develop and implement 'Think Tank' initiative | Executive Services | Monthly council meeting agenda items and portfolio reports | | | | |
| 5.2.3 | Elected member portfolio to revitalise Community Justice Services | | Monthly council meeting agenda items and portfolio reports | | | | |
| 5.2.4 | Elected member portfolio to revitalise Lockhart Education Committee (Parents & Citizens Group) | | Monthly council meeting agenda items and portfolio reports | | | | |
| 5.2.5 | Monthly Council meetings and portfolio reporting and updates | | Monthly council meeting agenda items and portfolio reports | | | | |

Objective 5.3 – Ensure government activities and investments are well informed and coordinated

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|--|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 5.3.1 | Develop and implement cultural awareness training policy | Executive Services | Policy developed and number of cultural awareness training sessions | | | | |

Objective 5.4 – Ensure Council has sound financial management practices

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|---|--------------------|---|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 5.4.1 | Prepare long term financial management plan and training for Councillors | Corporate Services | 10 Year Forecast financial report by August 2025 | | | | |
| 5.4.2 | Develop proper grant management position and policy guidelines | Corporate Services | Position established and guiding policy developed | | | | |
| 5.4.3 | Annual review and update of risk management policy and register and fraud control and corruption policy | | Updated risk framework and registers | | | | |
| 5.4.4 | Develop and implement private works quotation processes and procedures | | Completed procedures and processes implemented | | | | |
| 5.4.5 | Policy revised by Pacifica CA <ul style="list-style-type: none"> Plant recoveries Recoverable works | | Recoverable works recharges Revised plant hire rates | | | | |

Objective 5.5 – Ensure local community is well informed about the key issues affecting them

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|--|--------------------|--|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 5.5.1 | Increase local radio program hours | Community Services | New local radio programs | | | | |
| 5.5.2 | Develop and publish community engagement calendar (and public meetings schedule) | Executive Services | Quarterly community meeting and BBQ schedule | | | | |

Objective 5.6 – To ensure an effective system for disaster management

| Corporate Plan Reference | Operational Plan Activities | Responsible team | Performance measures | Delivery targets | | | |
|--------------------------|--|--------------------|---------------------------------------|------------------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| 5.6.1 | Source funding for medium size emergency evacuation centre (and cyclone shelter) | Executive Services | Completed funding submissions | | | | |
| 5.6.2 | Review and update Disaster Management Plan and its sub plans | | Update Local Disaster Management Plan | | | | |
| 5.6.3 | Review and practice Council Business Continuity Plan | | Update Business Continuity Plan | | | | |
| 5.6.4 | Upgrade SES shed structure | | Completed refurbished works | | | | |