



**LOCKHART RIVER
ABORIGINAL SHIRE
COUNCIL**

**OPERATIONAL PLAN
2020-2021**

This Operational Plan will facilitate management and control of operational risks due to many weaknesses and threats that could potentially affect the achievement of Council's operational objectives. In the overall, Council's risk management is realised through its Risk Management Framework and Policy that ensure an enterprise-wide approach.

1. SOCIAL WELLBEING

Objective 1.1 – Health and wellbeing of community members		Responsible team	Performance measures
1.1.1	Recruit membership to 'Health Action Team' responsible for all local health matters	Executive Services	Health Action Team is functional
1.1.2	Health Action Team to collaborate with Apunipima in all health related issues around Lockhart River Community (Chronic diseases, healthy lifestyles and drinking rehabilitation program)		Action Plan is drafted
1.1.3	Develop Community Farm MOU with Cape York Employment Services to improve 'grow your own vegies program'		Timeline for development of community farm is ready
1.1.4	Collaborate Kuunchi Kakana Centre and Apunipima 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
Objective 1.2 Good education for all Lockhart River children			
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
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		MOU developed.
Objective 1.3 Provide recreational activities that keep people healthy, happy and active			
1.3.1.	Construct fencing structure at Ivy Park, Tinta and Twin Peak play equipment areas	Building Services	Fencing installed around all play equipment areas
1.3.2.	Undertake Oval upgrade	Engineering Services	Approved funding to complete the upgrade works
1.3.3.	Seek capital funding to renovate Church hall for social activities	Community Services	Approved funding budget
1.3.4.	Support incorporate of local social club to operate our social hub and develop lease agreement for the premises	Executive Services	Developed lease agreement for premises
1.3.5.	Construct sails at Ivy Park, Tinta and Twin Peak play equipment sites	Building Services	Sails installed around play equipment

1. SOCIAL WELLBEING

1.4 There is local leadership around law and order		Responsible team	Performance Measures
1.4.1.	Source funding to redevelop old court house as a Lockhart River Community Justice Centre	Community Services	Successfully sourced funding
1.4.2.	Review and implement By-Laws/Subordinate Laws	Executive Services	Revised version of By-Laws and Subordinate Laws
1.4.3.	Community police officer position with appropriate delegation of powers		Community Police Office Position is created.
Objective 1.5 Looking after the welfare of our families, children and old people			
1.5.1	Lobby for more collaboration of Queensland Health and RFDS to support local practical parenting and early childhood programs	Community Services	Established Program / schedule
1.5.2	Recruit for HACC Coordinator to develop and implement HACC Activity Program		Coordinator appointed
Objective 1.6 To ensure that our traditions and culture are nurtured and promoted			
1.6.1	Improve collaboration between Art Centre and Council cultural programs	Executive Services	Meeting schedule drafted by Sep 19
1.6.2	Source funding for Cultural participation programs (Laura Dance Festival, Initiation process)		Approved funding
1.6.3	Construct a Cultural Precinct – in progress		Target 100% complete
Objective 1.7 To increase Council's capacity to provide and manage community services			
1.7.1	Lobby for funding for bigger Sports & Recreation program	Community Services	Funding application lodged
1.7.2	Commence quarterly local community services leadership forum and issues <i>"Think Tank"</i>	Executive Services	Forum Sep19, Dec19, Mar20, Jun20

2. ENVIRONMENTAL MANAGEMENT

Objective 2.1 To provide land and sea with natural and cultural protection		Responsible team	Performance Measures
2.1.1	Support Mangkuma Land Trust and Kuuku Yau Corporation Ranger programs	Road Gang	MOU developed
2.1.2	Develop MOU / agreement between Council and Mangkuma Land Trust		Agreement in place.
2.1.3	Maintain rural roads and minor infrastructure to support 'go back country' initiative		Action Plan developed
Objective 2.2 To expand and sustain local food production			
2.2.1	Establish 'plant house gardens' initiative to provide fresh produce	Parks & Gardens	Target 50%
2.2.2	Collaborate with CYE to plant and supply nursery seedlings to community		CYE will have nursery seedlings
2.2.3	Collaborate with CYE to redevelop the local farm for locally grown produce		Fruit and Vegie Farm program
Objective 2.3 To support and add value to community initiatives that improve the local environment			
2.3.1	EHO to scope and implement environment education programs on water conversation, waste management & recycling, animal welfare/management and fire management	Essential Services	Environment education program
2.3.2	Establish Community clean up semi-annual events		(1 st Wed Sept and 1 st Wed March)
Objective 2.4 To improve animal management and welfare			
2.4.1	Support door knocking animal management and welfare campaign	Essential Services	Door knocking program set
2.4.2	Enforce animal registration (revise by-laws)		By-laws revised
2.4.3	Supply or donate fencing materials to owners of horses to construct paddocks to control their movement around the community		100% completed by end of June 2020.

3. ECONOMIC MANAGEMENT

Objective 3.1 To support provision of relevant training and opportunities to residents and employees		Responsible team	Performance Measure
3.1.1	Provide in-house IT training program to the Council employees and later to the community	Corporate Services	In House ICT trainer
3.1.2	Source funding to expand local traineeship and apprenticeship		Approved funding application
Objective 3.2 Establish business development strategy			
3.2.1	Source funding for Lockhart River Business Development and Support Officer	Executive Services	Approved funding and recruitment of Business Development Officer
3.2.2	Source funding for feasibility study to expand local economic base to grow local businesses and new focus on tourism		See above
3.2.3	Support expansion of local businesses in construction works, mowing, commercial cleaning, garbage collection and security services		Number of new businesses
Objective 3.3 Use of modern information and communication technologies			
3.3.1	Implement the Council telelink and improve internet system (including video conferencing)	Corporate Services	New telelink equipment supplied and installed
3.3.2	Lobby for upgrade of Telstra and Internet and Communication infrastructure		Lobbying Government Champion

4. INFRASTRUCTURE DEVELOPMENT

Objective 4.1 –To increase Council’s capacity to provide and manage roads, bridges, housing, and airport infrastructure		Responsible team	Performance measures
4.1.1	Support Cape York Employment Services training programs	Executive Services	Number of CYE trainees placement with Council
4.1.2	Lobby for capital works funding from state and federal governments and Cook Shire		Value of successful contractual agreements
4.1.3	Through community participation prepare asset management plan for 10 years capital works program	Corporate Services	Revised Asset Management Plan
Objective 4.2 –Ensure well maintained and upgraded water, sewerage and storm water systems			
4.2.1	Complete and commission the new water bores to increase town water supply	Essential Services	New water supply connected
4.2.2	Carry out major renovations to the sewer system as per ICCIP funding program		Works completed by June 2021
4.2.3	Complete water works as per ICCIP funding program		Works completed by June 2021
4.2.4	Acquire power back-up generator for the pump station		Source funding \$96,000 and acquire generator
Objective 4.3 – To improve the supply of quality housing			
4.3.1	Lobby for more new funding for Community Housing	Executive Services	Value of funding approved
4.3.2	Lobby for EQUILD’s major upgrades in Community Housing	Building Services	Number of upgrades and value of works received
4.3.3	Source funding to survey, provide street numbering and update housing map at Lockhart River		Approved funding
Objective 4.4 – To effectively manage and upgrade waste management system			
4.4.1	Arrange one landfill inspection to EPA compliance requirements	Essential Services	Target one inspection visit
4.4.2	Investigate recycling options for old cars and wreckages disposal		Number of contacts with CY regional recyclers

4. INFRASTRUCTURE DEVELOPMENT

Objective 4.5 – To ensure that road network is well maintained		Responsible team	Performance measures
4.5.1	Source capital funding for Old Mission Road crossings (TCICA, ATSI/TIDS, W4Q, R2R, LRCI etc)	Engineering Services	Funding received
4.5.2	Source capital funding for Main Access road (Portland Road) crossings (TCICA, ATSI/TIDS, W4Q, R2R, LRCI etc)		Capital received
4.5.3	Develop Council budget funding for road infrastructure maintenance		Council roads maintenance budget allocation
4.5.4	Coordinate delivery of DRFA funded restoration and betterment works for submissions value at \$25m		Value of completed works and percentage of completion
Objective 4.6 – To ensure that public amenities and buildings are well maintained			
4.6.1	Paint art on water tank to celebrate culture	Executive Services	Completed painting works
4.6.2	Complete construction of community BBQ sheds and Beach facilities	Building Services	Upgrade works completed
4.6.3	Landscaping structures and town beautification	Parks & Gardens	Approved Council budget
4.6.4	Carry out yards and street clean-up competition		November yard clean up event
4.6.5	Design and install community billboard digital signage	Engineering Services	Funding approved and works completed
Objective 4.7 – To ensure that urban planning and development framework is in place			
4.7.1	Source funding to review and update the Planning Scheme	Executive Services	Funding received
4.7.2	Support negotiation of township ILUA		Signed agreements/contract
Objective 4.8 – To provide reliable air service to local people and visitors			
4.8.1	Council to lobby for Qantas flights to Lockhart River	Executive Services	Progressed meetings
4.8.2	Continue viability assessment of Lockhart River Aerodrome business model – new business lines		Value of new revenue streams
4.8.3	Recruiting fencer and Council crew to upgrade airport security fencing	Engineering Services	Completed fencing structure

4. INFRASTRUCTURE DEVELOPMENT

Objective 4.9 – To provide adequate supply of accommodation to tourists and non-residents service providers			
4.9.1	Develop tourist facilities and services	Executive Services	Complete camp site at Cultural Precinct
4.9.2	Expand accommodation facilities at the Aerodrome business		Approved funding applications for additional cabins
4.9.3	Major renovation to Building Services staff house		Works completed

5. LEADERSHIP AND GOVERNANCE

Objective 5.1 – Encourage local leadership with right skills and experiences		Responsible team	Performance measures
5.1.1	Develop and implement annual Councillors' training program	Executive Services	Training program developed
5.1.2	Establish Council committee for the youth and role modelling program to coordinate youth leadership award	Community Services	Community Youth Leader of the year award
Objective 5.2 – Ensure governance structure is in place for good decision making			
5.2.1	Develop and implement 'Think Tank' initiative	Executive Services	Monthly council meeting agenda items and portfolio reports
5.2.2	Elected member portfolio to revitalise Health Action Group		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			
5.3.1	Develop and implement cultural awareness training policy	Executive Services	Developed and implemented policy
5.3.2	Collaborate with DATSIP to control who comes to the community		Developed and implemented policy

5. LEADERSHIP AND GOVERNANCE

Objective 5.4 – Ensure Council has sound financial management practices		Responsible team	Performance measures
5.4.1	Prepare long term financial management plan and training for Councillors	Corporate Services	Financial Plan by June 2020
5.4.2	Review and update finance policy and procedures manual		Copy approved and implemented
5.4.3	Develop proper grant management position and policy guidelines		Policy developed
5.4.4	Annual review and update of risk management policy and register and fraud control and corruption policy		Policy developed
5.4.5	Develop and implement private works quotation processes and procedures		Completed procedures document
Objective 5.5 – Ensure local community is well informed about the key issues affecting them			
5.5.1	Increase local radio program hours	Community Services	More local radio programs
5.5.2	Develop and publish community engagement calendar (and public meetings schedule)	Executive Services	Quarterly meeting schedule (BBQ)
Objective 5.6 – To ensure an effective system for disaster management			
5.6.1	Source funding for medium size emergency evacuation centre (and cyclone shelter)	Executive Services	Successful funding received
5.6.2	Review and update Disaster Management Plan and its sub plans		Completed plan
5.6.3	Review and practice Council Business Continuity Plan		Complete and approved BCP
5.6.4	Source funding to upgrade SES resources		Successful funding received