



LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

OPERATIONAL PLAN 2021-2022

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	Functional Health Action Team
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)		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 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 by Puuya Foundation, Mens and Womens Group Moving mental health to Kuunchi Kakana Centre
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 by Mayor and Principal Lockhart River State School
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 (CYE, School, Council and Community) Parent/Teacher interviews and interactive activities

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	Perimeter fencing installed around all play equipment areas
1.3.2.	Undertake Oval upgrade	Engineering Services	Target 100% complete oval footy field refurbishment works
1.3.3.	Seek capital funding to renovate Church hall for social activities	Community Services	Council \$ of in-kind contribution
1.3.4.	Support incorporate of local social club to operate our social hub and develop lease agreement for the premises	Executive Services	Registered incorporation to operate the Social Club Lease agreement for the premises
1.3.5.	Construct sails at Ivy Park, Tinta and Twin Peak play equipment sites	Building Services	Design and install cyclone resistance sails around play equipment
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	Design and quote details to renovate provided by Council Building Services
1.4.2.	Review and implement By-Laws/Subordinate Laws	Executive Services	Number of sessions on public education and awareness of revised version of By-Laws and Subordinate Laws
1.4.3.	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			
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	Recruit for HACCC Coordinator to develop and implement HACCC Activity Program		Appointment of the Coordinator
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	CEO to coordinate the collaboration meetings
1.6.2	Source funding for Cultural participation programs (Laura Dance Festival, Initiation process)		Council budget to support the funding of programs
1.6.3	Construct a Cultural Precinct		Target 50% completed construction works
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	Recruit for the Sports & Rec Officer position
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

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	Executive Services	Successful funding submissions
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 country' initiative		Council budget as per MOU terms
Objective 2.2 To support and add value to community initiatives that improve the local environment			
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
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			
2.3.1	Support door knocking animal management and welfare campaign	Essential Services	Established door knocking program
2.3.2	Enforce animal registration (revise by-laws)		Number of animals registered Number of breaches reported by enforcement officers
2.3.3	Supply or donate fencing materials to owners of horses to construct paddocks to control their movement around the community		Council budget spend on the donated materials

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	Source funding to expand local traineeship and apprenticeship		Funded training programs and positions
Objective 3.2 Establish business development strategy			
3.2.1	Source funding for feasibility study to expand local economic base to grow local businesses and new focus on tourism		Funded feasibility study coordinated by Business Development Officer
3.2.2	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 tele-link and improve internet system (including video conferencing)	Executive Services	New tele-link equipment or software supplied and installed
3.3.2	Lobby for upgrade of Telstra and Internet and Communication infrastructure		Funding to Telstra's upgrade of communication infrastructure

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	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	Through community participation prepare asset management plan for 10 years capital works program	Corporate Services	Review 10 Year 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 bore to increase town water supply	Essential Services	Complete new water supply connection
4.2.2	Complete waste water works as per ICCIP funding program		Works completed by June 2022
4.2.3	Complete water works as per ICCIP funding program		Works completed by June 2022
Objective 4.3 – To improve the supply of quality housing			
4.3.1	Construct new subdivision and lobby for new funding for Community Housing	Executive Services	New funding acquired
4.3.2	Lobby for QBuild 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		Successful funding submissions

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		Collaborate with CY regional recyclers Annual clean-up event scheduled in November 2021
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	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	Develop Council funded budget for road infrastructure maintenance		Council roads maintenance budget allocation
4.5.4	Coordinate delivery of DRFA funded restoration and betterment works(re Tropical Low 24-30 January 2021)		New successful submissions and amount
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	Target 100% completed facilities
4.6.3	Landscaping structures and town beautification	Parks & Gardens	Number of structures completed
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	Complete installation works

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	Approved funding
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	Number of discussion meetings coordinated by the Mayor
4.8.2	Continue viability assessment of Lockhart River Aerodrome business model – new business lines		New revenue streams established
4.8.3	Recruiting fencer and Council crew to upgrade airport security fencing	Engineering Services	Completed fencing structure
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		Target 100% completion of construction works and commissioning new Cabins
4.9.3	Major renovation to Building Services staff house		Completed refurbishment of Director Building Services House

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	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			
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	Policy developed and number of cultural awareness training sessions

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 2022
5.4.2	Review and update finance policy and procedures manual		Revised and Council approved version available
5.4.3	Develop proper grant management position and policy guidelines		Position established and guiding policy developed
5.4.4	Annual review and update of risk management policy and register and fraud control and corruption policy		Updated risk framework and registers
5.4.5	Develop and implement private works quotation processes and procedures		Completed procedures and processes implemented
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	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			
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	Source funding to upgrade SES resources		Successful funding received