



Lockhart River Aboriginal Shire Council

“Strong Puuya, Strong Culture, Strong Future”



Operational Plan

2023-2024



Contents

About the Plan 3

Key Result Areas

Social Wellbeing 4

Natural Environmental & Resource Management 10

Economic Development 12

Infrastructure Development 16

Leadership and Governance 22

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 2023 -2024 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 2023-2024 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	No committee yet	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

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				

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				
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				
2.1.2	Develop MOU / agreement between Council, Mangkuma Land Trust and Nyiimuchin 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				
2.2.2	Establish Community clean up semi-annual events		Annual beach clean-up by collaborating Pre-cyclone and Tangaroa Blue events				
2.2.3	Land registers?		Ranger program incorporated				

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	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				

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 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				
3.2.4	Improve Workplace Health and Safety (WHS) practices	Business Development & Support Officer	Report to Council				
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	No outages or lag				
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	Complete Storm water system in the new subdivision	Essential Services	Works completed by June 2024				
4.2.2	Complete waste water system in the new subdivision		Works completed by June 2024				
4.2.3	Complete water reticulation in the new subdivision		Works completed by June 2024				

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	Construct new subdivision and 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 2023				

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	Construction of 4 new culvert crossings on Portland Road, pavement works and sealing works		Completed works as funded by CYRP2 program				
4.5.4	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 Heavy Plant Shed	Building Services	Target 100% 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				
5.2.2	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

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 2023				
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 Concrete batching quantities 		Work recoveries / recharges				

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				