

**LOCKHART RIVER ABORIGINAL SHIRE COUNCIL**



# **OPERATIONAL PLAN 2016 - 2017**

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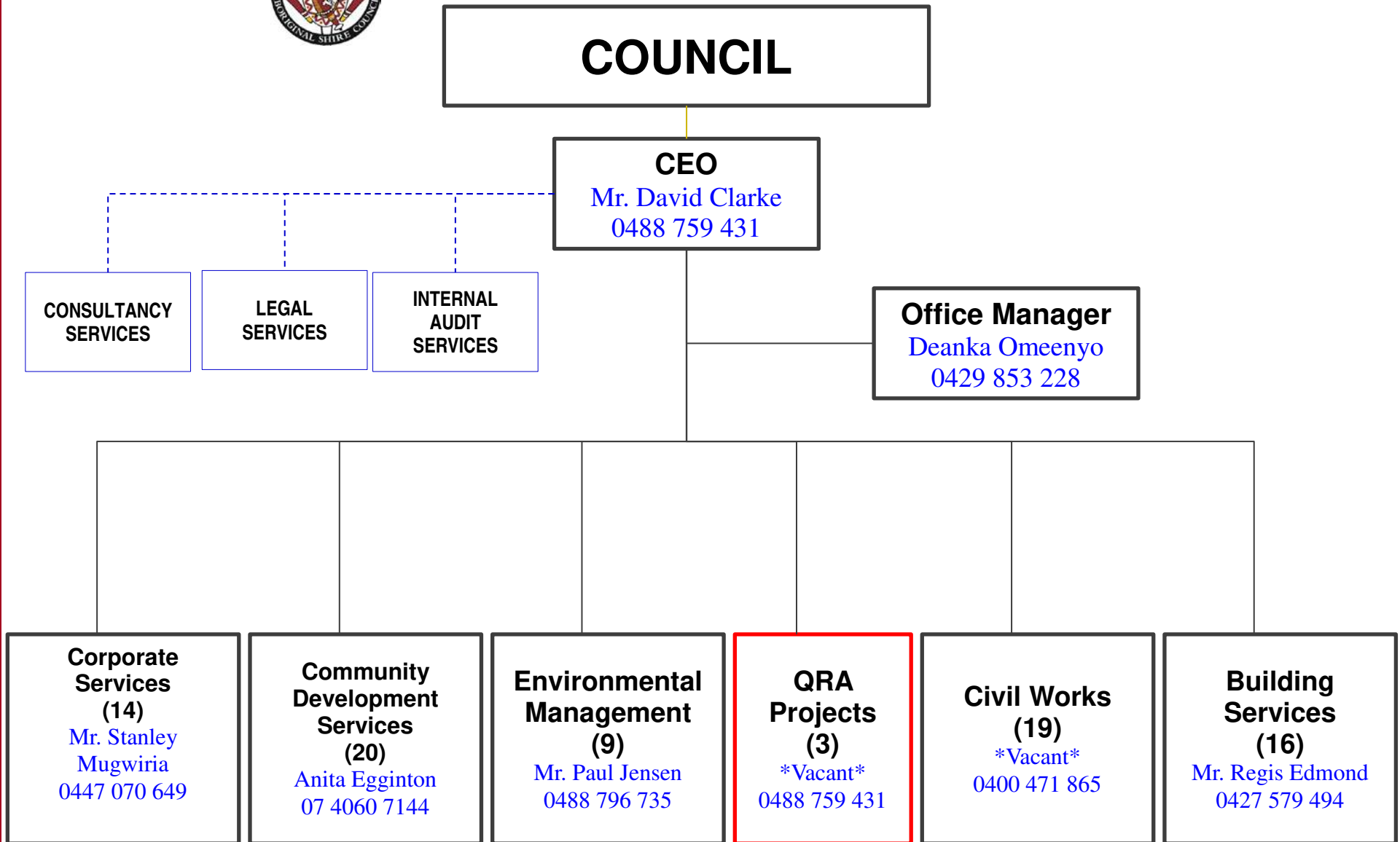
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## ELECTED MEMBERS

				
<p><b>Mayor: Cr Wayne Butcher</b> <b>Portfolio: Education, Governance, and Infrastructure</b></p>	<p><b>Deputy Mayor: Cr Norman Bally</b> <b>Portfolio: Law and Order, Men's Group, Land and Sea, and Sports &amp; Recreation</b></p>	<p><b>Cr Paul Piva</b> <b>Portfolio: Economic Development, Employment and Training, and Child Safety</b></p>	<p><b>Cr Dorothy Hobson</b> <b>Portfolio: Culture, Language, Arts, Women's Group, Sports &amp; Recreation</b></p>	<p><b>Cr. Marshall Symonds</b> <b>Portfolio: Housing, Home Ownership, and Health.</b></p>



# Lockhart River Aboriginal Shire Council as at July 2016



Updated: June 2016  
Lockhart River Aboriginal Shire Council

## SENIOR STAFF

### **Mr. David Clarke**

Chief Executive Officer

Phone: 07 4060 7144

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### **Vacant**

Civil Works Supervisor

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### **Mr. Stanley Mugwiria**

Manager Finance and Administration

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### **Anita Egginton**

Manager Community Development

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### **Mr. Edmond Regis**

Building Services Coordinator

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### **Mr. Paul Jensen**

Essential Services Coordinator

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### **Ms. Deanka Omeenyo**

Office Manager

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## **COUNCIL VISION STATEMENT**

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- **STRONG PUUYA**
- **STRONG CULTURE**
- **STRONG FUTURE**

## **COUNCIL MISSION STATEMENT**

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*To lead, strengthen and serve the community by providing high quality level of services and opportunities for you and me.*

## **COUNCIL VALUES**

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*The following are the core values that the Council has embraced:*

- **HONESTY**
- **INTEGRITY**
- **FAIRNESS**
- **WORKING AND LEARNING TOGETHER**
- **BEING POSITIVE**
- **RESPECT FOR CULTURE**
- **ACCOUNTABILITY**
- **CONTINUOUS IMPROVEMENTS**



To deliver strong responsible leadership by supporting the needs of the Community setting clear direction through transparent, fair and accountable practices as well as working as one, while complying with the relevant legislations and council policies.

## GOVERNANCE & LEADERSHIP

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Council delivers strong responsible leadership by supporting the needs of the Community.</b>	Council continues to keep the community informed about its activities and events	Community Public Meetings are held.	Community public meetings held at least on quarterly basis.	CEO
		Council provides information to the community through a variety of channels:- <ul style="list-style-type: none"> <li>- Website, Radio, Library publications, Public notice boards, Waanta, FaceBook, BBQ</li> <li>- Open Council meeting</li> </ul>	Waanta Newsletter is published on quarterly basis. Council information is placed on public notice boards. Corporate documents and information required by legislation posted on to the Council website. One hard copy of Council Monthly minutes is deposited at the Library. Activate facebook	CEO/Anita/Stanley  Maureen
	Council engages with the Community when considering major initiatives or decision	Council engages with the community or relevant group when considering major initiatives	Community engagement policy is approved to provide guidelines on all community engagements.	Council
		Council coordinates community events with the support of local groups.	Various Community events supported by Council: <ul style="list-style-type: none"> <li>- NAIDOC week</li> <li>- Sports Carnival</li> <li>- Laura Festival</li> </ul> Domestic Violence campaign	Anita/CEO
	Council provides support for local community organizations / individuals	Donations provided to eligible community organization / individuals	Donations provided in accordance with Council donations policy. Donation expenses budget approved for the year	CEO
		Community events (St James day, Foundation day, NAIDOC day, DOGIT day)	Food/fuel contributions	CEO
		Support to parents to attend graduation ceremonies for their kids	Travel expenses contributions	CEO
		Donations to support various sporting activities	Contributions approved to support various sport activities (including Sports Carnival)	CEO
		Cultural activities Women games	Laura festival, Native Titles, Ceremonies in other communities Play softball and netball games	Anita



## GOVERNANCE & LEADERSHIP

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Councillors 'working as one'</b>	Working as one enhancing the corporate image of the Council and Community.	Attend all ordinary meetings of the Council.	Nil absence	CEO
		Attend all special meetings of the Council	Nil absence	CEO
		Attend all Community Public Meetings	Nil absence	CEO
		Organize portfolio meetings and provide monthly report.	Reports provided at monthly Council meetings by each portfolio holder.	CEO
<b>Council sets clear directions through transparent, fair and accountable practices.</b>	Council has good decision making process	Council is provided with agendas that meet statutory timeframes.	Reports to Council are provided in time for Councillors to read before meetings.	CEO
		Council makes consistent decision and resolutions for implementation by management. Include quarterly agenda item to update registers of interests	Matters are dealt with carefully before decisions are made. Action Sheet for Council resolutions (and register of resolutions)  No notices to rescind resolutions.	Council
<b>Council has got high quality governance</b>	Council complies with its legislative obligations	Council does not breach any of its legislative obligations in relation to Workplace, Health and Safety, Local Government compliance, Public Interest disclosure etc.	Ensure non-compliance or breaches of legislation is eliminated	CEO
		Identifying conflict of material interest	Disclosure of personal conflict of interest or any other material conflict of interest	CEO
		Training is provided to make Councillors aware of their legislative obligations	Two training sessions are held during the year.	CEO
	Council has in place good risk management strategies	Council establishes audit committee	Internal audit committee formed and attends at least two meetings	Audit Committee
		Council establishes a Risks register to monitor its risks.	Development of a Risk register. Reviewed annually for updates	Stanley

		Council has a good plan to reward community members that demonstrate excellent community service.	Community Development trophies presented to Community Members e.g. DOGIT Day or Foundation Day ceremonies	Council
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## GOVERNANCE & LEADERSHIP

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Council maintains a focus on the future</b>	Council's Planning Scheme	Work closely with Department of Local Government and Planning on the updates of the planning scheme.	Implementation of the Planning Scheme.	CEO
	Economic Development	Council undertakes various initiatives to build and strengthen economic development of the area. Encourage local business ownership	Number of new business identified and developed. Number of person employed and trained. Proportion of local businesses (%)	CEO
	Council has got a well-developed disaster management plan.	Review the existing Local disaster management plan and adopt a new plan.	Review completed. New local disaster management plan adopted and implemented	Council
		Council works closely with SES group to coordinate response to events.	At least three meetings are held with local SES group.	Council
		Council purchases fire- works equipment.	Fireworks occur during major community events.	CEO
		Training is conducted by Emergency Management Queensland	At least 8 staff have undertaken training with EMQ.	CEO
	Council has got a Community Safety Plan	Development and implementation of Community Safety Plan	Reduction in the number of lawlessness, safer community. A safer community with less violence and acts of lawlessness	Council
<b>Gender Equality and Empowerment</b>	Implementation of 50/50 Gender Policy	Gender empowerment measures (GEM) developed.	Number of employees broken down by gender: - Number of women holding Councilor positions - Number of women holding positions of Supervisors and above in Council jobs	Council CEO



Corporate  
Services'  
Goal

**To provide professional financial  
management and administration support  
services to enable Council meet its statutory  
obligations.**

## CORPORATE SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Council is maintaining responsible financial management</b>	Council undertakes responsible budgeting, with no over expenditure and meets its statutory reporting obligation.	Council adopts and maintains a balanced budget (but operating surplus preferable).	Council adopts its Annual Operational Plan by 31 July. Council adopts 2016-17 budget by 31 July.	Stanley
		Council receives monthly report on progress of 2016 – 2017 budget at each of its ordinary monthly meetings.	A detailed monthly report is provided to Council each month on budget status and budget vs. actual with variances identified.	Stanley
		Achieve at least balanced-operating results at end of the year.	Operating results by 30 June.	Stanley
		Council receives an unqualified audit from its external auditors by 30 October 2016.	Final draft financial statement by 30 September. Final audit unmodified opinion by 30 October	Stanley
		Council reviews its fees, rates and charges for 2016 – 2017.	Revised Schedule of fees, rates and charges.	Stanley
		Council ensures that fees and charges are introduced for: - Water - Waste Management etc.	Council's new water and waste management charges is under review. All revenue is collected. Construct Landfill site shed and install charges notice board	Stanley
		Council explores alternative revenue opportunities to contribute towards Shire revenue base. Review report format for Revenue and Expenditure on job by job basis	Periodic report is prepared for Council identifying opportunities to establish additional revenue making ventures.	Anja
			Submissions for new funding	Anja
			New revenue generating opportunities identified. Job by job profitability analysis	Anja
		Council develops Financial Management documents required by legislation.	All financial documents required under the Local Government Regulations 2012 are developed, approved and implemented.	Stanley
Council undertakes Policy Development and reviews	All Council policies (statutory and administrative) are reviewed and amended as required in accordance with set review date.	Stanley		

## CORPORATE SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Council is able to attract and retain staff.</b>	Council develops attraction and retention staff policies, including employment of local residents to reduce staff turn-over.	Council adopts a staff recruitment policy (focus on attraction and retention of key staff).	Revised staff recruitment policy. Lower staff turnover ratio Number of local people employed during the year.	Maureen
		Simple appraisal review and rewarding based on attendance	Number of training coordinated by the Training Coordinator. Apprentices are identified and trained. Reward attendance by shopping vouchers for above 95% attendance on team by team basis	Maureen/Noleen
		Council has got an annual staff training and development plan	Staff training report plan by 30 September: <ul style="list-style-type: none"> <li>- Number of staff trained</li> <li>- Number of apprentices</li> <li>- Workshops attended</li> </ul> Performance assessment is undertaken by 30 June	Maureen/Noleen
		Councils is a safe place to work	Council has a Workplace, Health and Safety (WH&S) program in place to management WH&S risks.  Engage consultancy for quarterly audit and reporting (in the long-term local recruitment would be preferred)  Provide First Aid training to all work teams (especially to outside workers)	Noleen/CEO/Stanley

## CORPORATE SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Council continues to provide a professional administration support service</b>	Council has contemporary and stable Information and Communications Technology (ICT) systems that enables it to provide services to the community	<p>The Council ICT System is operational with minimal downturn during working hours.</p> <p>Install new IT equipment at both Lockhart River and Cairns (new funding to be sought from municipal services program)</p>	<p>Low Council ICT system downtime.</p> <p>2 New Servers System</p> <p>Optic Fibre Infrastructure- LAN</p> <p>Number of upgrades and renewals of IT equipment</p> <p>New capital funding received</p>	Stanley
	Council provides high quality customer services to all its clients.	Customers who interface with Council are happy with the service they received.	<p>Seek feedback from customers on one-to-one basis at the service delivery counter.</p> <p>Number of noted service delivery complaints.</p>	Stanley
	Provide and maintain Library (Indigenous Knowledge Centre)	<p>Provide library facilities and services to the Community residents</p> <p>First 5 Forever Program commenced</p>	<p>Increase the usage of Library Services:</p> <ul style="list-style-type: none"> <li>- Number of users</li> <li>- Types of services sought</li> <li>- Breakdown by gender and age</li> <li>- Number of computer terminals in library.</li> </ul>	Greta
	Manage the provision of broadcasting services to Lockhart River	Radio station operating smoothly	<p>No major breakdown of radio services</p> <p>Number of non-broadcast days</p>	Denise
	Maintains Council record management system	<p>All information documents securely stored in safe places.</p> <p>Computerization of record management is undertaken</p>	Information can be stored and retrieved with minimum effort	Maureen

## CORPORATE SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Provide a user friendly effective banking and postal services to the Community</b>	Banking and Postal Services	Provide efficient and user friendly banking and postal services that meets the needs of the community.	Number of clients served Types of services provided Install scan equipment	Lee-Ann
		Encourage community members to go on e-banking Provide financial literacy programs Establish internet banking computer unit located at the bank.	Number clients using e-banking	CEO/Lee-Ann
		Train community members in use of e-banking.	Number of clients trained	CEO/Lee-Ann



Engineering  
Services'  
Goal

**To manage, maintain and develop council infrastructure and plant and equipment to meeting the Community current and future needs.**



## ENGINEERING SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>To provide properly maintained road network in the Shire</b>	Maintain and improve Council's road network in the shire	Undertake maintenance activities Install more road signs	Clean kerbs, verges. Clear and clean drains. Number of new signs done	Solomon
		Undertake maintenance activities on Council unsealed road.		Solomon
		Implement Council's Capital Works programs for roads		Solomon
		Undertake approved Capital Works Program		The following approved Capital Works program are undertaken: <ul style="list-style-type: none"> <li>- R2R roads completed</li> <li>- Claudie river boat project</li> <li>- New subdivisions under rectification mode:- <ul style="list-style-type: none"> <li>- roads</li> <li>- water</li> <li>- sewerage</li> <li>- all connected</li> </ul> </li> <li>- CRF/CIMA/CYRP/TNR funded River Crossings and seal sections of Portland Road</li> <li>- Facilitate airport pavement works upgrade</li> </ul>
	Work very closely with QRA to maintain and improve road network in Lockhart River	Undertake emergent road works	- Identify key road locations affected by flooding after the event and take action to remedy those affected locations. - Emergent works completed within time frames	Mark
		Undertake restoration roadworks (REPA)	- Value of restoration works completed - REPA approved for new works	Russell
		Prepare submissions for betterment projects	- New betterment projects identified, funded and implemented	Russell
		Attend regular meetings with QRA	- Meetings held with QRA on quarterly basis.	Mark/Russell

## ENGINEERING SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Optimize the use of Council Plant and Equipment</b>	Manage and maintain Council's plant and equipment in an effective manner	Implement Council's capital works program for roads by providing ready plant and equipment	Plant and equipment replacement program is adopted by Council each year:- - Old / obsolete assets disposed - Back-up generator for office building purchased (mobile generator).	Joshua
		Council Workshop undertake regular maintenance of Council Plant and Equipment New workshop equipment and shelving New admin office 2 WD ute (dual), and Workshop services ute and Engineering Services 4WD ute (dual)	- The servicing of Council plant, vehicles and equipment occurs according to schedule of maintenance either in Lockhart or outside. - Purchase of utes. - New equipment acquired (Tyre changer, Wheel Balancer, Demount Helper Arm, and Shelves)	Joshua
		Ensure that all of Council Plant and equipment is being used.	Utilization rates for plant and equipment must be at least 75%.	Joshua
		Identify any surplus plant and equipment and dispose of any under-utilized or obsolete assets.	Lazy plant identified and put on sale – old obsolete assets disposed.	Stanley/Joshua
<b>Maximize revenue Council by undertaking private works Lockhart River.</b>	Develop long term business relationship with QRA, Cook Shire to maximize road maintenance performance contract.	Undertake NDRRA work and CSC works as requested.	Contracts signed, Work undertaken Employment created Training undertaken Revenues \$ received	Mark/Solomon
		Undertake private contract works on behalf of other agencies and residents  Parks & Gardens team to start removalist services (BAS vacating)	Availability of private works contracts:  Council remains available to undertake private works as required: - Private vehicles repairs and maintenance - Other Government agency vehicles	Mark/Solomon Regis/S Butcher

			<ul style="list-style-type: none"> <li>- Q-Build jobs</li> <li>- Removalists services</li> <li>- New houses</li> <li>- Major upgrades</li> </ul>	
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## ENGINEERING SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Clean and tidy town</b>	Maintain town parks, gardens and cemetery	Town parks, gardens and cemetery are properly maintained.	Regular mowing of all town public space areas	S Butcher
		Town clean up competition	Removal of dead vehicles	Solomon
			Number of competitions	S Butcher
		New chainsaws and whipper snipers	Beautification of township Planting of trees along main streets and clean-up of unsightly allotments.	S Butcher
		Run trial policy on “Adopt a street initiative”		
		Construction of new Water Park	Completed and commissioned water park by June	CEO
		Construction of a billboard at the entry into the community	Billboard constructed by December	CEO
Organize a competition for clean garden / lot awards	Half yearly competition undertaken <ul style="list-style-type: none"> <li>- December 2016</li> <li>- June 2017</li> </ul>	CEO		



## Building Services' Goal

**To provide adequate and quality housing that meet the needs of the  
Community;**

**To undertake all necessary maintenance work on a timely basis;**

**To become the principle contractor for all building and maintenance jobs in  
Lockhart River and to make a contribution towards the Council revenue  
base.**

## BUILDING SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>To build, upgrade, maintain and renovate houses (Community and Staff) on agreed work schedules.</b>	New houses	Council continue to deliver new community houses funded by Dept of Housing	Construction of 5 new houses	Regis
		New Council buildings are built: <ul style="list-style-type: none"> <li>- Plumber shed</li> <li>- Land fill shed</li> <li>- 2 MHP sheds and Fencing structure</li> <li>- Carpenters shed</li> </ul>	Complete construction of Plumber, Landfill site, carpenters and MHP sheds).	Regis
	Major upgrades	To deliver major upgrade works from BAS(H25 Pulmanun st, H58 Keeni st, H60 Keeni st, H12 Illa st, H4 Wachee st) <ul style="list-style-type: none"> <li>- 9 Home ownership major repairs</li> <li>- 4 Refurbishment works</li> <li>- Renovate old canteen</li> </ul>	All agreed major upgrades completed on time and within budget Value of completed major upgrades Number of sub-contractors engaged to complete upgrade works. HC to renovate old canteen	Regis
	BAS maintenance work	New maintenance agreement signed  Undertake work orders from BAS: <ul style="list-style-type: none"> <li>- Fencing work</li> <li>- Painting jobs</li> <li>- Electrical works</li> <li>- Plumbing works</li> <li>- Carpentry</li> <li>- Tree lopping</li> </ul>	Agreed terms and signed agreement Works/jobs completed on time and within accepted quality limited Number of jobs undertaken Amount of money generated Number of persons employed	Regis
	Other new works	<ul style="list-style-type: none"> <li>- Painting programs</li> <li>- Roofing program (re-roof, screws)</li> <li>- OT disability repairs</li> <li>- Carport/sheds</li> </ul>	Revenue \$ generated	Regis
Staff houses	Major renovations (re-flooring) <ul style="list-style-type: none"> <li>- Plumber's house</li> <li>- Road gang house</li> </ul>	Completed works on staff house renovated	Regis	

		<ul style="list-style-type: none"> <li>- Carpenter's house</li> <li>- Major repair to Old Police House for Council use</li> </ul>	Cost incurred and works completed	
<b>Logistics</b>	New equipment to lift materials/working at heights	Acquire forklift or Scissors Lift	Ordered and delivered	<b>Regis/Joshua</b>
<b>To generate revenue from building operations</b>	Revenue collection	<ul style="list-style-type: none"> <li>- To invoice and collect all revenues due from completed works</li> <li>- Reduce outstanding jobs register</li> </ul>	All revenue and rents collected Overdue amount or written off.	<b>Maureen</b>
	BAS	Generate recoverable works venue from repairs and maintenance of community houses	At least \$5m is generated from BAS jobs	<b>Regis/Anja/Maureen</b>
	Major upgrades	Major upgrades completed with mark ups of >35%	The number of major upgrade works completed and revenue raised	
	Sales from materials and supplies in the Council Warehouse	Materials stock up in the warehouse for sale to contractors and own jobs <ul style="list-style-type: none"> <li>- Plumbing</li> <li>- Carpentry</li> <li>- Electrical</li> <li>- Mechanical</li> <li>- gas</li> <li>- other supplies</li> </ul>	Own sales revenue \$ raised	<b>Regis/Storeman</b>
	Warehouse cold storage – transition storage	<ul style="list-style-type: none"> <li>- X-Large Deep Freezer (off-load barge)</li> </ul>	Ordered and delivered	<b>Mark/Storeman</b>



Environmental  
Management  
Goals

**To provide efficient, effective and sustainable water, sewerage and waste management services to the Community; provide effective animal management.**

## ENVIRONMENTAL MANAGEMENT

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Deliver good quality water supply to the township of Lockhart River</b>	Deliver clean and reliable water supply to the township	Water quality is clean and meets industry standards	Water quality meets Natural Health and Medical Research Council (NHMRC) drinking water standards	<b>Morgan/Paul</b>
		Samples of water sent for testing on a monthly basis.	All samples sent meet NHMRC water standards. Nil non-compliance.	<b>Morgan/Paul</b>
		Reliable and uninterrupted water supply	Nil number of breaks in supply of water Community members notified of any water supply / quality problems.	<b>Morgan/Paul</b>
		Minimize water wastage	All water supply lines checked for leaks and any leaks repaired immediately Water-wise project is implemented.	<b>Morgan/Paul</b>
		Cost of water service is maintained as low as possible	Treatment costs per million litre (ml) meets the industry overage for like sized Councils	<b>Morgan/Paul</b>
		Water supply connected to all new houses in the new-subdivision	Connections to all new houses completed by 30 June.	<b>Paul/Paul</b>
		New Water supply to Line Hill (failed former Bore supply)	Water supply connected to the Line Hill house – BAS provided with quote by Regis	<b>Regis/Morgan</b>
		Replace circuit board in bore 5	Refurbished bore 5 and new circuit board	<b>Morgan</b>
		Painting water tanks around Town	Use local artists	<b>CEO</b>
Dusting water bacteria	Inspection and service done by consultant	<b>Morgan/CEO</b>		

## ENVIRONMENTAL MANAGEMENT

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
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<b>Deliver efficient and effective sewerage services to the township of Lockhart River</b>	Deliver reliable sewerage services to the township	Reliable sewerage services are provided to the township Baskets are cleaned Minimal costs of sewerage services Connection to all new houses De-sludge lagoon one	Number of reported breaks / incidents per year No reported case of basket problems Cost meets industry average for like sized councils Renewed lagoon one	<b>CEO/Paul</b>
<b>Improved animal management and welfare in the community</b>	Effective animal management in Lockhart River	Enforce the registration of animals	Number of dogs registered	<b>Cecil/Ned</b>
		Organize VET to visit Lockhart to treat dogs	Number of Vet visits Number of dogs treated Type of treatment Number of complaints about dog attacks	<b>Cecil/Ned</b>
		Provide public awareness training on animal management	Number of persons attended meetings Types of training provided	<b>Cecil/Ned</b>
		Provide training for animal management workers	Number of staff attended	<b>Cecil/Ned</b>
		Handling chemicals and Pest Control	Provide training EHO to undertake management of chemical substances Train at least 2 boys on diseases and Pest control	<b>Cecil/Ned</b>
		Updated set of Local Laws	Changes to Local laws adopted Monitor compliance by making one officer responsible	<b>Cecil</b>
<b>Efficient and effective garbage collection</b>	Reliable and timely garbage collection and waste management	Continue to provide regular garbage collection services	Weekly collection at of wheelie bins Nil failures of collections of bins Number of complaints made by residents Compliance with WH&S	<b>Frank</b>
		Introduction of garbage collection fees is under review	All fees to be collected (under review) All dumping fees at Landfill collected Amount of money raised.	<b>Frank</b>



**Community  
Development's  
Goal**

**You-me working together, not standing alone. You-me it is up to us. We have got to help one and other. You-me I know we can do it**

**To encourage and participant in the continuing development of Community Services and Cultural Activities and to strengthen individual and Community Puuya.**

## COMMUNITY DEVELOPMENT & SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Provide and develop Community Services that support the Lockhart River Community people.</b>	Wulpuma Community Justice Group	Community Justice Group (CJG) members provide advice to Queensland Police Service (QPS) and the Magistrate and District Courts judges in relation to matters involving Lockhart River residents.	A number of advices provided and results of advice.	<b>Willie</b>
		JP magistrates courts	Number of sittings and handled court matters	<b>Willie</b>
		CJG provides support to Lockhart River residents attending courts and links the people in with specialist advocacy and support services. Encourage new/young people to participate	Number of assistance provided Types of assistance	<b>Willie</b>
		People do their Community orders in the community for broad community benefits.	Number and type of community orders. Number of persons undertaking community orders	<b>Willie</b>
HACC	Meal provided to clients Run social programs for old people like exercise classes, bingo, singing, stories and art, dance, community fun days and movie nights. Organize home maintenance as required Personal support, included personal care, respite care, transport and client care coordination. Comply with National Services Standards (NDIS kicks in 2018) Software update is mandatory	<ul style="list-style-type: none"> <li>- Number of clients</li> <li>- Number of client hours</li> <li>- Number clients' meals provided</li> <li>- Acquire, train and operate new software e.g. ROCS</li> </ul>	<b>Noella</b>	

## COMMUNITY DEVELOPMENT & SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
	Men's Healing Centre	Keep culture alive and build community through music, dance and performance and language programs	Number of traditional and original songs recorded and performance Number of traditional and original dances practiced and performed Number of times traditional language that is shared and taught through a language or Culture program	Greg
		Creative recovery programs are in place to meet the needs of people with mental health issues	Number of activities Types of activities Number of people	Greg
		The Men's Healing Centre run activities focused on preventing involvement in the Criminal Justice system.	Number of activities Types of activities Number of people	Greg
		The Men's Healing Centre will run healthy lifestyles and health promotion programs (including nutrition, cooking, sexual health and exercise)	Number of healthy lifestyle programs and attendance data	Greg
		The Mens Health Group will be active in providing alternatives and interventions when men get in trouble	Programs are in place at Men's Health Centre. The men's group is given a list of people in trouble each week and follows up with the individuals.	Greg
	Indigenous Outside School Hours Care (OSHC)	A breakfast program is funded through the School (before school care)	Number of Children	Bev/Emily
		A wide range for programs and activities are run after school for children and youth	Activities undertaken Number of children	Bev/Emily
		A wide range of programs and activities are run during vacation for children	Activities undertaken Number of children	Bev/Emily

## COMMUNITY DEVELOPMENT & SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
	Pytham Women's Shelter	Immediate temporary supported accommodation with case management support during a crisis and during a transition back home or to a new home based on choices made by the client.	Number of place available Number of clients at the Shelter	Ethel
		Centre based support in response to people where there is a risk of family violence. This includes case management support and practical assistance relating to housing and safety.	Number of hours Number of clients assisted	Ethel
		"Safe House" for children who are in care of the Department of Child Safety and are returning to community for holidays and / or special occasions	Number of children attended	Ethel

## COMMUNITY DEVELOPMENT & SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
	Youth at Risk Initiative (YARI)	Sport and recreation (Tuesday and Thursday afternoons) Provide a range of youth activities throughout the year that provides recreation, social and cultural opportunities for youths, people to participate in the Community	Collaboration with PCYC Number and types of contacts with young people Number of activities organized Types of activities organized	Krystal
		Run a wide range of programs and activities after school and in vacations for children and youth	Active after school programs	Krystal
		Organize a range of regular group activities and set up gym equipment for whole community to use	Number of group activities e.g. gymn per month	Krystal
		Work closely with PCYC to organize local and regional competitions.	Number of Competitions attended	Krystal
		-General information and advice Create a distinct "Youth Space" that is accessible as a drop-in point during the working week and provide proactive advice and referral where appropriate and specialist supports.	Number of clients drop-in/visits and referrals recorded	Krystal
		Needs, assessment and planned support. Work with individual young people to continuously identify issues and put in place integrated and coordinated support plans with other services.	Number of support plans identified	Krystal
		Look at programs that have worked to stop young people offending and reoffending.	Health Cooking, walking, Work with Youth Justice and Online training programs	Krystal
		Living skills development Coordinate a number of living skills programs and activities that reflect local needs.	Number of contacts with young people Types of contact with young people Number of activities organized Types of activities organized	Krystal
		Cultural Group Development, Support the ongoing enrichment of Cultural identify and pride through connections with and mentoring of Youth by respected Elders and by Youth involvement in events.	Number of events of elders and youth (cultural sessions)	Greta/Krystal

## COMMUNITY DEVELOPMENT & SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Timely and effective management of grants</b>	Grant Acquittal Management - Existing	Performance reporting	Monthly to Council Quarterly or 6 monthly to funding bodies Annually to funding bodies	Anja
		Financial Reporting	Monthly Quarterly Annually	Anja
		Service assessments	Each year as per schedule agreements	Anja
		Coordination and communication with funding body	Via e-mails, phone and face to face meetings.	Anja
	Sourcing new funding	Priorities for new funding area - Small business and economic development officer position established	Number of new submissions made Number of successful applications	Anja/Anita
		Men's Healing Centre projects	Revenue raised	Anita/Greg
		Maintenance and improvement of facilities	Type of work undertaken Kids Club etc.	Regis
		Support for annual community activities, NAIDOC, Match against domestic violence etc.	Number of participants	Ethel/CEO/Anita
	Generating own revenue	Visiting services at Puuya Centre Using Accommodation and Conference facilities	Accommodation and Conference facilities occupancy to be 50% Amount of revenue generated Operating costs incurred	Noleen/Anja
		HACC Centre Guest Accommodation visiting services using accommodation.	Accommodation occupancy up to 60% of available room	Noella/Anja
	Lockhart River Making for Change Project	Making for Change Project (Women, Men's Group and Youth)	Number of items provided Number of items sold Revenue generated to match costs incurred Market days	Anita/Ethel

## COMMUNITY DEVELOPMENT & SERVICES

OBJECTIVE	STRATEGY	ACTION TO BE TAKEN	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICER
<b>Staff development and support</b>	Staff development and support	Skills audit of staff	Review of Position Descriptions	Maureen/Noleen
		Training needs established	List of training needs of Com Dev Staff ready by 30 Sep	Noleen/Anita
		Professional support / mentoring	Consultant to visit Community Dev at least 12 times, to support staff with their work.	Noleen/Anita
<b>Build strong and effective networks and relationships</b>	Build networks with relevant groups	<p>Networks and relationship built and strengthened with:</p> <ul style="list-style-type: none"> <li>- Apunipima</li> <li>- Clinic</li> <li>- St James Church</li> <li>- P&amp;C School</li> <li>- Puuya Foundation</li> <li>- Police</li> <li>- Magistrate Courts</li> <li>- DATSIMA</li> <li>- Funding Bodies</li> <li>- Retail Store</li> <li>- RIDS</li> <li>- RAATSICC</li> </ul>	<ul style="list-style-type: none"> <li>- Number of meeting / workshops held</li> <li>- Number of visits by agencies to Community</li> </ul>	CEO



# SUMMARY CORPORATE PLAN 2013-2018

## 1.0 SOCIAL WELLBEING

**Goal – vibrant community that is safe, healthy and proud of their culture and traditions and embraces diversity**

### 1.1 Health and Wellbeing of community members

- A drinking rehabilitation program
- ‘Home grown’ – grow your own vegies program
- ‘Mothercraft’ classes offered to young mothers

### 1.2 Good education achieved for kids

- Kids go to school – attendance improved
- Local and community tutors to kids and parents
- Teach kids their own language and culture
- Teach kids English literacy and numeracy
- Support local community action on rules of the gamble schools

### 1.3 Recreation that keep people healthy, happy and active available

- Develop and maintain a swimming pool at the school
- Redevelop the oval and old canteen into a sport & recreation precinct
- Connect the precinct to the community hall
- Improve the church hall for social activities like movie nights, bingo, Karaoke and music/dance events
- Explore beach-based activities for locals and visitors

### 1.4 There is local law and order leadership

- Better working relationship between the QPS, Council and Community Justice Group
- Men’s Healing Centre and the Women’s Group programs support to minor offenders.
- Improve Advocacy and support by Community Justice Group to local residents attending courts
- Enforcement of Local Laws
- Community Justice Group to support Community Service Orders in the community

### **1.5 Look after families, kids and old people**

- Develop and improve early childhood programs
- Develop and improve youth programs and activities that provide recreation, social and cultural opportunities
- Support HACC programs for old people like exercise classes, bingo, singing, stories and art, dance, community fun days, movie nights

### **1.6 Promotion and protection of traditions and culture**

- Establishment of a cultural centre as 'old culture' place for people to practice our dances, songs, language and art
- Programs at 'The Art Centre' that facilitate the connection of traditional and modern cultures

### **1.7 Increased Council's capacity to provide and manage community services**

- Support and build the capacity of the Council to provide support to community services programs and activities

## **2.0 ENVIRONMENT MANAGEMENT**

**Goal – sustainable and well managed built and natural environment that protect all the natural and cultural resources**

### **2.1 Land and Sea natural and cultural protection provided**

- Key environmental activities undertaken to protect the natural and cultural values e.g. marine turtles and dugongs
- Funded programs focusing on eradication of feral animals and weeds
- Community education to understand the Land & Sea agreements
- Training and employment of Community Rangers
- Support people to go back to country
- Improve collaboration between local people and the National Parks & Wildlife officers and programs

### **2.2 Expanded local food production**

- Introduce agricultural practices that avoid damaging the land in order to maintain production values
- Improve local production of fruit and vegies at the Community Farm
- Facilitate a local, affordable food supply at the household level

### **2.3 Community initiatives that improve the environment**

- Undertake beach front development on a limited scale to suit locals and attract tourists
- Design and construct boards and signage around the community for travel information
- Increase the supply of public toilets, water fountains, bins, and seats in key public areas
- Establish monthly environmental education programs
- Schedule Council's clean up week each year for large items like cars and white goods
- Run home maintenance and other skill development programs to help people look after their homes
- Keep streets and drains tidy and clear of rubbish to protect kids from disease and injury

### **2.4 Improved animal management and welfare**

- Enforcement of the local laws
- Carry out community wide education about the local laws and associated obligations and expectations
- Promote environmental values of natural creeks and safety of kids who play there
- Introduce recycling services to the waste transfer station
- Effective community wide education program to improve the way to produce and deal with waste

## **3.0 INFRASTRUCTURE**

**Goal – strong, reliable, and sustainable roads, bridges, airport and boat ramps infrastructure that enable access and connection to our community**

### **3.1 Increased Council's capacity to provide and manage roads, bridges, airport and boat ramp infrastructure**

- Operate and maintain key infrastructure networks and assets
- Streets and Roads well marked with their proper names
- Develop Long Term Asset Management Plan

### **3.2 Well maintained and upgraded water and sewerage and water stormwater system**

- Establish a secure water supply and water taps in public places
- Sewerage system and storm water upgrades

### **3.3 The waste management system is effectively managed and upgraded**

- Improve the operation and maintenance of the new waste landfill
- Maintenance of garbage collection vehicle and back up

### **3.4 The road network is well maintained**

- Maintain the local road network, bridges and boat ramps
- Upgrade of Taylors Landing road and the road to Old Site
- Upgrade and maintain crossings between Lockhart River and Archer River

### **3.5 Public amenities and buildings are clean, pleasant and well maintained**

- Improve the landscaping in public areas in the township
- Daily cleaning and maintenance routine for all public facilities
- Run yard and street maintenance competitions
- Operate and maintain administration and community buildings

### **3.6 An urban planning and development framework is in place**

- Continued maintenance and upgrade of housing stock
- Implement Planning scheme to guide all future development

### **3.7 Reliable airport services is provided to the local people and visitors**

- Operate and maintain the current runway and related infrastructure
- Renew and upgrade the runway and associated facilities

### **3.8 Adequate supply of accommodation for non-residents service providers**

- Expand motel accommodation

## **4.0 ECONOMIC DEVELOPMENT**

**Goal – diverse economy to enhance, attract and support business and tourism opportunity that bring improvement in employment across the shire**

### **4.1 Relevant training and development opportunities provided to residents and employees**

- Provide literacy and numeracy support activities in time with work readiness training
- Provide business education programs for business beginners
- Support local apprenticeships and traineeships to match local jobs demand
- Match the skills training with local jobs demand
- Explore the feasibility of a training company/ business incubator partnership
- Provide affordable and appropriate professional development opportunities to employees

### **4.2 Long term business development strategy developed and implemented**

- Provide advice on feasible business opportunities available like take-away shop, DVD hire and Lawn mowing

- Employ long term Employment, Training & Business Mentors to support the establishment of locally owned small businesses
- Develop local services and workforces for construction and development projects underway
- Develop skills & training centre that includes facilities to provide basic services to the community (e.g. catering, key cutting, hair cutting)
- Develop local and district markets for 'cottage industry' or niche market products (e.g. fishing, sewing, arts and craft)
- Develop local tourism packages, and link to beach-front and outstation development
- Expand accommodation for tourists and visitors

#### **4.3 Use of modern information and communication technologies**

- Council to provide training to staff and community members so that they are more proficient in the use of ICT

#### **4.4 Availability of IT and telecommunication infrastructure to support businesses**

- Provide data connection infrastructure
- Advocate for better Telstra facilities to help the community get improved telecommunications services
- Improve library facilities to incorporate digital online libraries, virtual high school and college online training

### **5.0 GOOD GOVERNANCE AND LEADERSHIP**

**Goal – all inclusive leadership that will provide best service delivery through policy making to unify our community and progress community plan**

#### **5.1 Local leaders with right skills, knowledge and attitudes**

- Provide relevant training and support mechanisms for people in leadership positions
- Promote gender balance within Council employees and elected members
- Involve young people in community leadership positions – including Council committees
- Support and promote Women's Group and Men's Group activities

#### **5.2 Governance structure in place that ensure good decision making**

- Ensure that the Community Justice Group includes a wide range of Elders from the Lockhart River community
- Strengthen the relationship between Councillors, Council officers and state agencies with a responsibility to assist good governance of Lockhart River

#### **5.3 Well informed and coordinated government activities and investments**

- Funding and policy decisions are in keeping with the identified priorities outlined in the community plan

#### **5.4 Council has a sound financial management practices**

- Explore other revenue generating sources to reduce dependence on government funds
- Prepare a good quality Long term financial management plan that is consistent with the community plan

#### **5.5 Local community informed about the key issues affecting them**

- Ensure that the community receives regular updates about Policy changes that affect them (e.g. Housing, Indigenous Protected Areas, animal control)
- Regularly produce Waanta Newsletter and include stories and information from the broadest range of services and groups
- Use community events, meetings and routines to consult, inform and/or link with community members effectively

#### **5.6 An effective system for disaster management**

- Build and/or designate an Emergency (disaster) shelter in the short-run, especially catering for old and young (vulnerable people)
- Carry out a program of community education relating to disaster preparedness and response