



# 2018 – 2023 CORPORATE PLAN

LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

# History of Lockhart River



The Lockhart River was named by the government geologist, R.L. Jack in 1880, during an exploratory expedition to the region, after a friend of his named Hugh Lockhart of Edinburgh, Scotland (Jack, 1922:548). The Claudie River was named by the early prospector, William (Billy) Lakeland after his son, Claude. Well-known explorer, Edmund Kennedy, passed through these traditional lands in 1848 during the first European attempt to survey the interior and peninsula of this part of Australia. He left a base party of eight on the Pascoe River, six of whom starved to death, after refusing gifts of fish and other food from the Kuuku Ya'u people during their stay.

People from five traditional territories around the Lockhart River were coerced into a newly established Anglican mission in 1924, now fondly referred to as "Old Site". This was a difficult time when people were denied access to their country and forced to live with comparative strangers, in some case enemies. Language use was not encouraged and cultural activity was suppressed, forcing it underground. Locals tell how during the Second World War, all outsiders left to go down south, after removing all weapons. Although these were difficult times, people re-established connection with their ngaachi (place/land/estates) and spread out like before. After the war, the mission was started again, but a bad flu epidemic brought great sadness to most families, with one third of the population perishing. In 1967, control for the community passed from the Church to the Queensland Government. Almost immediately, the Government tried to force everyone to move to a new place at the tip of Cape York. The Elders were defiant and refused to go. Reluctant to encourage more bad publicity after the Mapoon forced eviction a few years earlier, the Government relented and a compromise location at the present site was agreed to by the people. A couple of families agreed to go to the new place called Umagico. Government administration of Cape York communities at that time was based on assimilation, with social and cultural activities restricted. The people themselves had little input into decisions that greatly impacted their lives. Right up until 1984, the government manager had the right to control movement and could stop people coming into the community, even if they were traditionally from Lockhart. The elected Council played an advisory role only. Award wages were implemented in 1986.

Although theoretically the Lockhart River Aboriginal Council assumed power in 1984 with the inception of the Community Services (Aborigines) Act 1984, it wasn't really until 1987, almost 20 years after the Mission, that the Council gained trusteeship of the Lockhart River Deed of Grant in Trust (DOGIT) lands. The Lockhart River DOGIT was transferred to traditional owners in September 2001 under the Queensland Aboriginal Land Act 1991 into the Mangkuma Land Trust, which is an area of some 354,000 hectares. It extends from Pascoe River in the north, to Cape Sidmouth in the south, to the coastline in the east and to the west is generally defined by the Sir William Thompson Range, Wenlock River and McIlwraith Range. The Trust has 32 Trustees representing all the traditional lands in the Trust area. However the Trust does not account for all the traditional land and sea country of the Lockhart River peoples, which extend from Shelburne Bay in the North to Breakfast Creek in the South. Significantly, all coastal waters and estuaries, islands, reefs and cays are very much part of traditional estates and are treated under the same protocols as land under local traditions.

# Corporate Planning Process

Under the Local Government Act 2009, local governments are required to adopt and implement a five year corporate plan. This corporate plan must reflect the direction set in the community plan, as well as being informed by the asset management plan and long range financial forecasts. Once a corporate plan is developed and endorsed, Councils are required to adopt a one year operational plan and a budget which reflects, and is consistent with, the objectives of the corporate plan.

- Corporate planning helps a council to understand its present situation, to examine how current and future trends may affect it and to decide how best to manage anticipated challenges.
- Corporate planning identifies where a council wants to be in the future and provides information about how it will get there based on available resources.
- Corporate plans enable councils to further inform and negotiate with stakeholders and the community to ensure the community consultation process is open and transparent.



1 Year

- \* Operational Plan
- \* Annual Report

5 Years

\*Corporate Plan

10 Years

- \* Community Plan
- \* Asset Management Plan
- \* Financial Forecast



# PROCESS FOR DEVELOPING THE CORPORATE PLAN

This corporate plan details how Council will implement its community plan. The Regulation (s120-121) outlines the requirements for, and content of, council five-year corporate plans.

The corporate plan must:

Describe the engagement process used to prepare the plan;

Outline council's strategic direction;

Identify performance indicators for measuring council's progress in achieving its vision for the future as stated in its community plan;

State how the community plan will be implemented.

## OUTLINE OF COUNCIL'S STRATEGIC DIRECTION

A number of priority matters were identified during the development of the community plan (in 2011), the asset management plan, and Council's long term financial forecasts. These matters have all influenced the strategic direction for council that will be outlined in this document.

Council has identified five strategy areas for action. A number of different goals underpin these strategy areas





# COUNCIL VISION

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

# COUNCIL STATEMENT

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

# COUNCIL VALUES

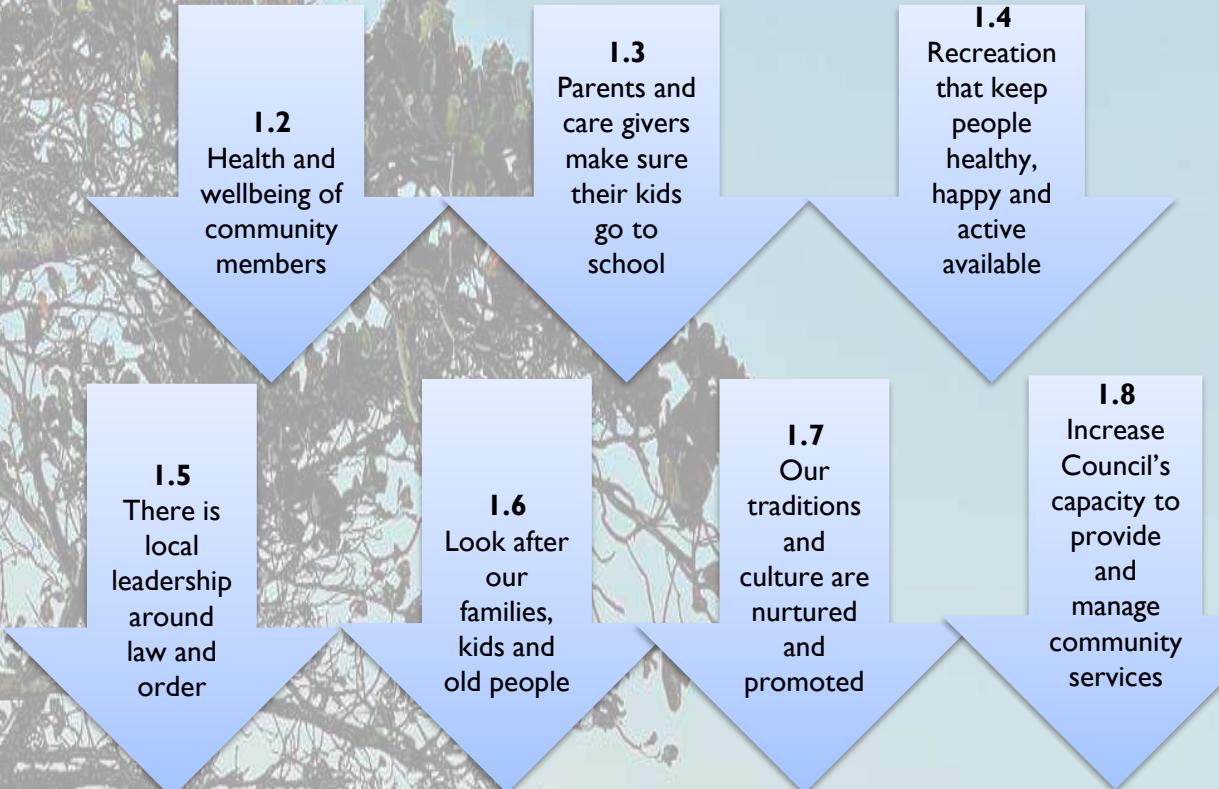
- **The following are the core values that the Council has embraced:**
  - **HONESTY**
  - **INTEGRITY**
  - **FAIRNESS**
  - **WORKING AND LEARNING TOGETHER**
  - **BEING POSITIVE**
  - **RESPECT FOR CULTURE**
  - **ACCOUNTABILITY**
  - **CONTINUOUS IMPROVEMENTS**

# I. SOCIAL WELLBEING



Goal - A vibrant community that  
is safe, healthy and proud of  
their culture and traditions and  
embraces diversity.

# Strategic Objectives



## Key Initiatives

- Health education programs that work for Lockhart River
- Investigate alternative delivery models (Yarrabah)
- Understand the current investment better and do cost benefit analysis
- Broaden the Focus of the P&C to focus on community connectivity
- Analyse how to get community to value education
- Work with each family on solutions to getting children to school
- Council sport and rec team working with PCYC and broaden community development
- Calendar devolved of results for the year
- New organisation for Social Club
- Source funding to redevelop the old court house as a Lockhart River centre
- Cultural Heritage cloud based archive project
- Engagement of cultural advisors
- Initiation process is supported
- Support P&C
- Support Health Action Group
- Deliver on our community development programs
- Community leadership forums and issues “THINK TANK”

## Performance Measures

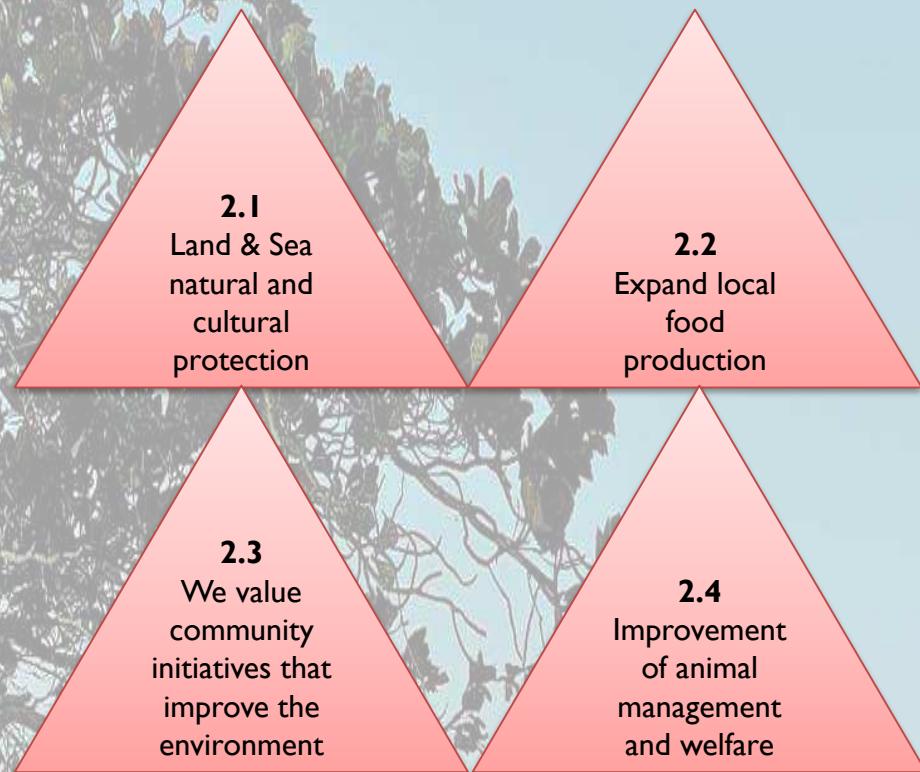
- Health promotion material developed and delivered
- Cost benefit analysis completed
- Health Action Group is well attended and vibrant
- School attendance levels
- P&C attendance levels
- Community forum attendance levels
- High school retention levels
- Early childhood attendance levels
- Canteen is function well
- Activities are well planned and delivered
- Community uses harmonized approach for recreational activities
- Number of meetings held
- Number of mediations completed
- Number of activities conducted at Mens Centre and Womens Centre
- Ceremony is alive and strong
- Cloud based data bases are delivered and active
- Public and private access computers are active and installed
- Increasing capacity in CJG, Health Action and P&C

# **2. ENVIRONMENTAL MANAGEMENT**



A sustainable and well managed  
built and natural environment  
that protect all the natural and  
cultural resources.

# Strategic Objectives



## Key Initiatives

- Support via advocacy
- Support via funding of legal advice
- Encourage households to plant hours gardens to provide fresh fruit and vegetables
- Visiting vet program
- Ivermectin program
- Herbicide weed control program
- Upgrade water treatment systems
- Run an effective animal management program
- EHO staff undertake accredited professional development

## Performance Measures

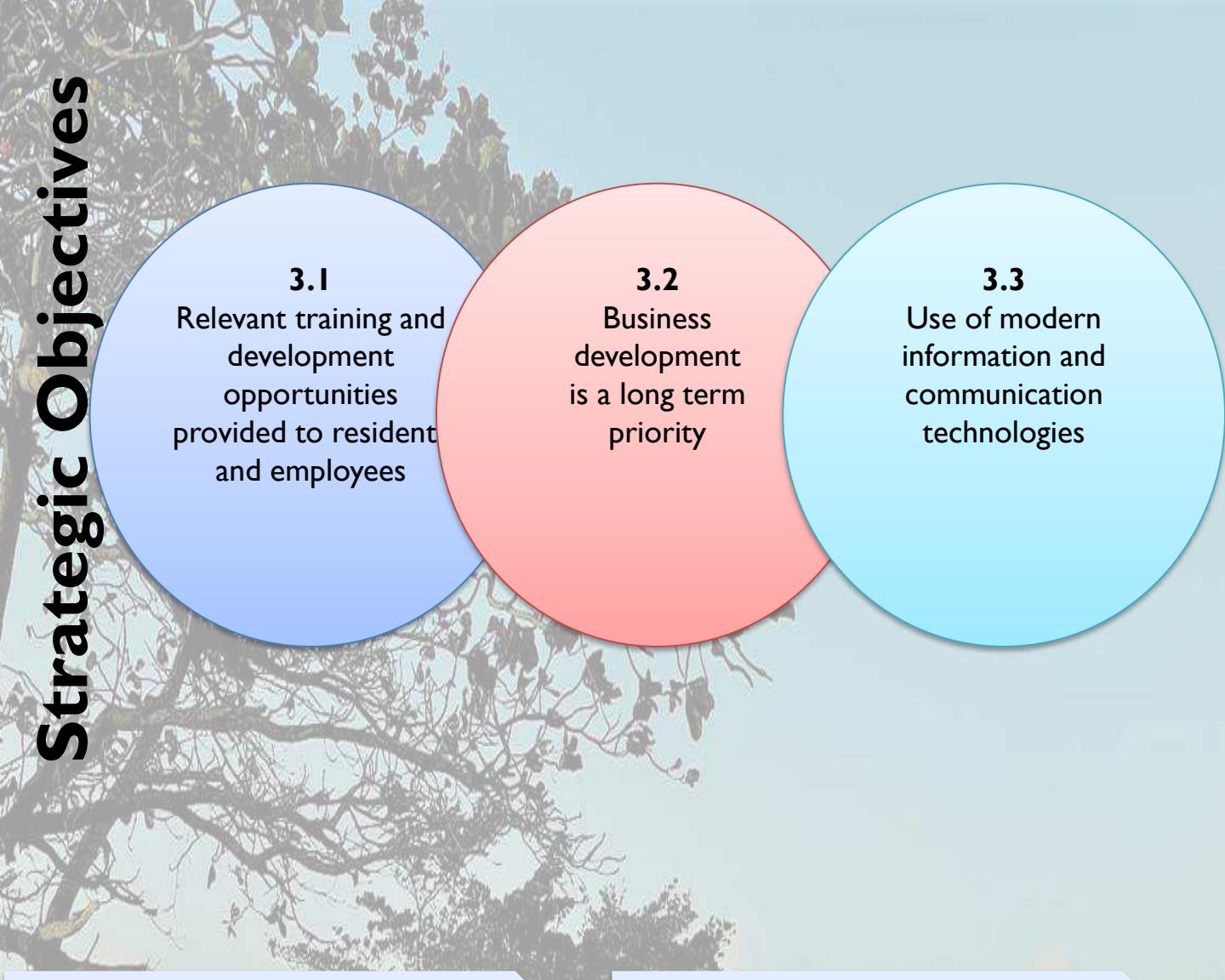
- Traditional owners objectives are met
- Legal matters are resolved
- Nursery supplies seedlings to community
- All programs are implemented, monitored and reported on
- EHO staff complete training
- Programs are delivered

# **3. ECONOMIC MANAGEMENT**



Diverse economy to enhance, attract and support business and tourism opportunities that bring improvement in employment across the shire.

# Strategic Objectives

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- 3.1**  
Relevant training and development opportunities provided to residents and employees
  - 3.2**  
Business development is a long term priority
  - 3.3**  
Use of modern information and communication technologies

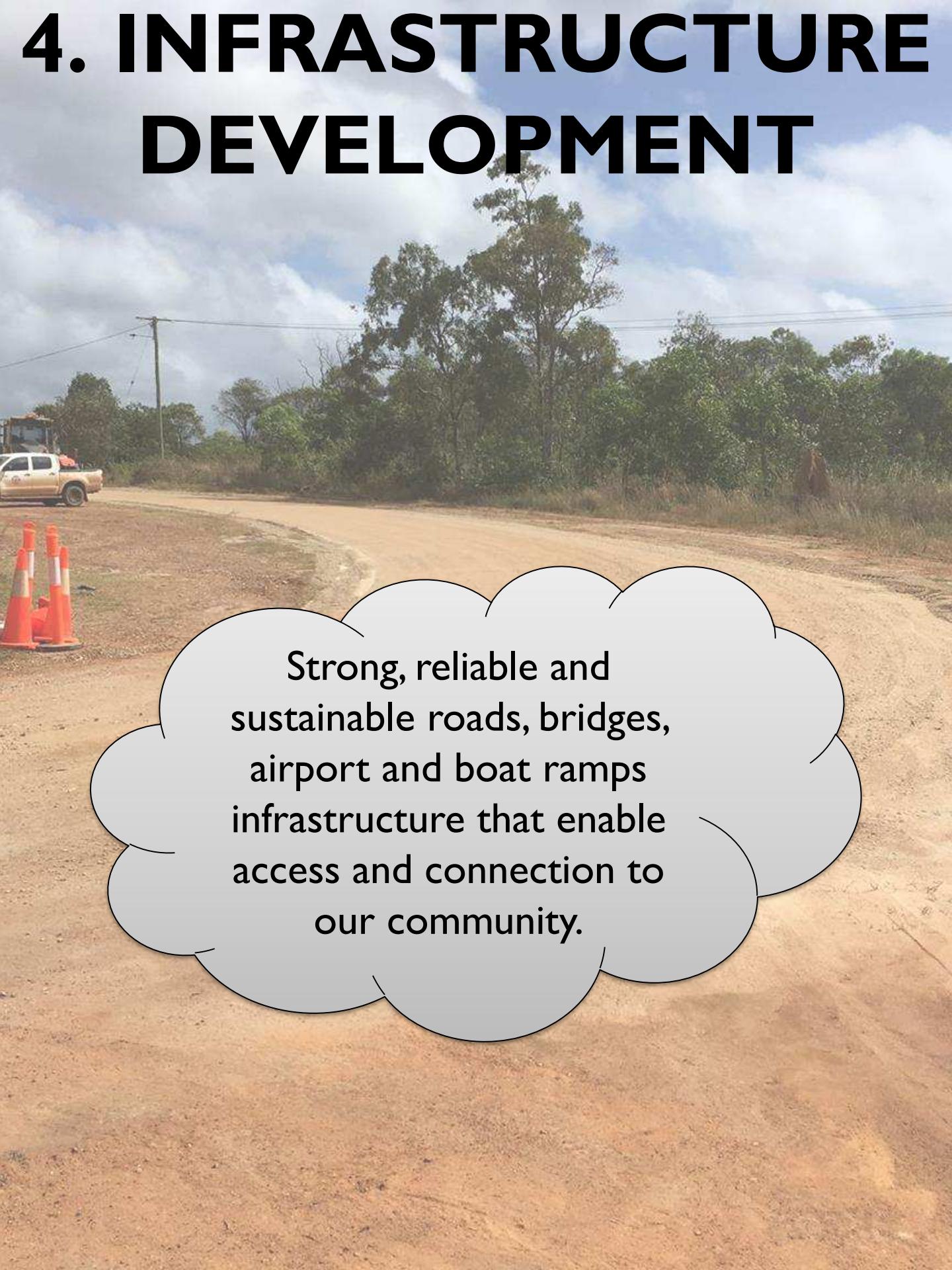
## Key Initiatives

- Maximize small business opportunities for Lockhart River people
- Building business support mechanisms around these businesses
- Leverage opportunities via Council funding streams
- Install and maintain council intranet
- Collaborate with Telstra on expanding microwave network into Lockhart River
- Replace G2 with G4

## Performance Measures

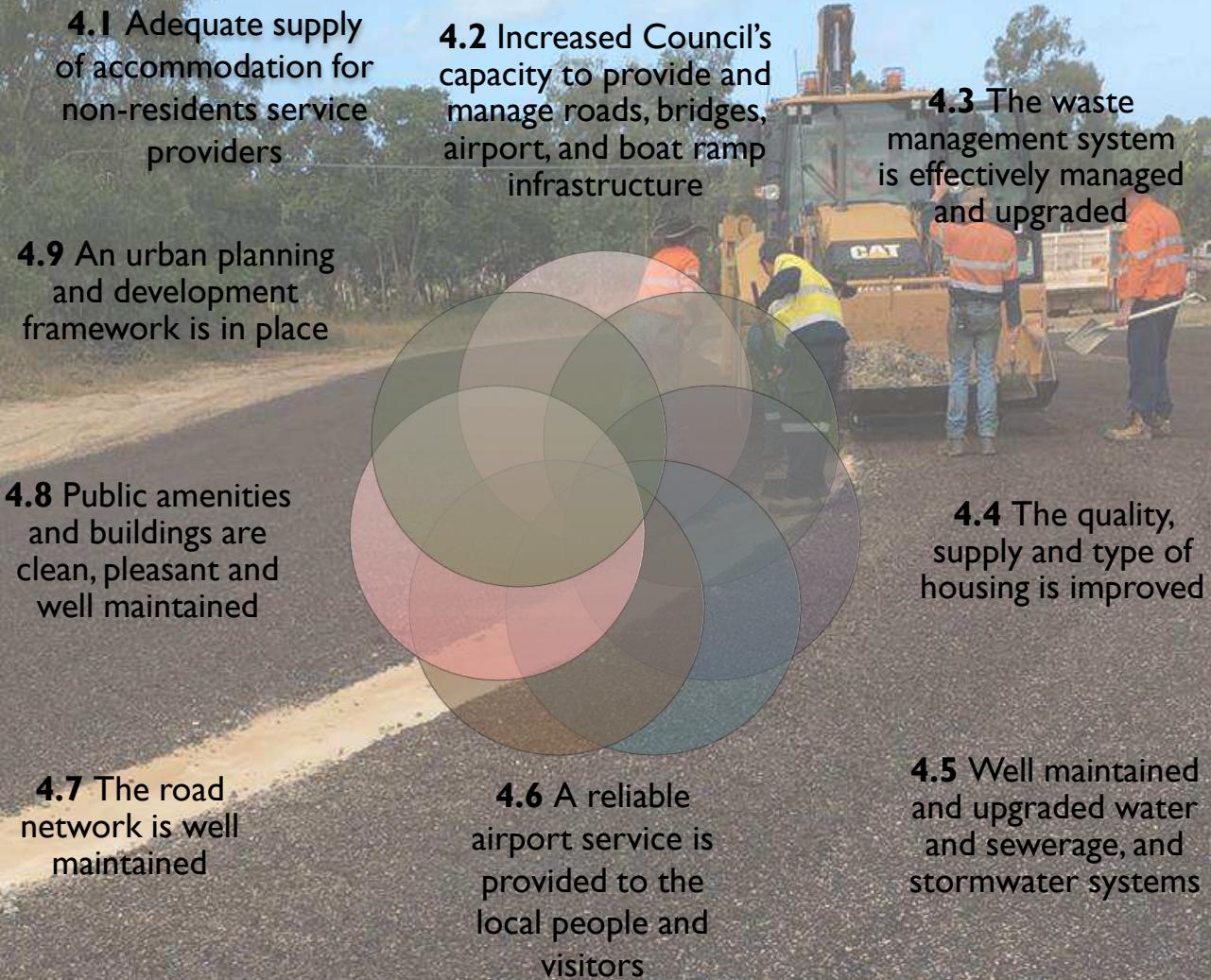
- No of businesses
- No of employees
- Expansion of business types
- System installed and maintained
- Inbound system has been upgraded
- New tower installed with G4 technology
- All staff trained and operating new technology

# 4. INFRASTRUCTURE DEVELOPMENT



Strong, reliable and sustainable roads, bridges, airport and boat ramps infrastructure that enable access and connection to our community.

# Strategic Objectives



## Key Initiatives

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# 5. LEADERSHIP & GOVERNANCE

All inclusive  
leadership that will  
provide best service  
delivery through  
policy making to  
unify our community  
and progress  
Community Plan

# Strategic Objectives

- 
- 5.1 Local leaders with right skills, knowledge and attitudes
  - 5.2 Government activities and investments are well informed & coordinated
  - 5.3 Local community well informed about the key issues affecting them
  - 5.4 Governance structure in place that ensure good decision making
  - 5.5 Council has a sound financial management practices
  - 5.6 An effective system for disaster management

## Key Initiatives

- Professional and councillor training
- Continuous improvement program for all leadership
- Revitalise Justice Group
- Revitalise P&C
- Revitalise Health Action Group
- **“THINK TANK”** development
- Cultural awareness training is provided to all external staff of council and offered to all other LR based agencies
- Council trades at a profit in its program delivery
- Councilors receive financial management training
- Council strategically target investments where delivery is possible ‘in house’.
- Quarterly WAANTA
- Daily Radio
- Daily Facebook and Website refresh
- Exercises are regularly undertaken
- Equipment is regularly audited and maintained

## Performance Measures

- Councillor training delivered
- Professional development plans in place
- Activity levels of Justice Group, P&C, Health Action Group etc. \
- **“THINK TANK”** activity
- Public forums
- Cultural awareness training delivered
- Balance sheet **STRONG**
- Training delivered
- Investments targets met
- All communication methods are working well and understood
- SES and Rural Fires are active, well-resourced and vibrant
- No of exercises completed
- No of meetings held



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