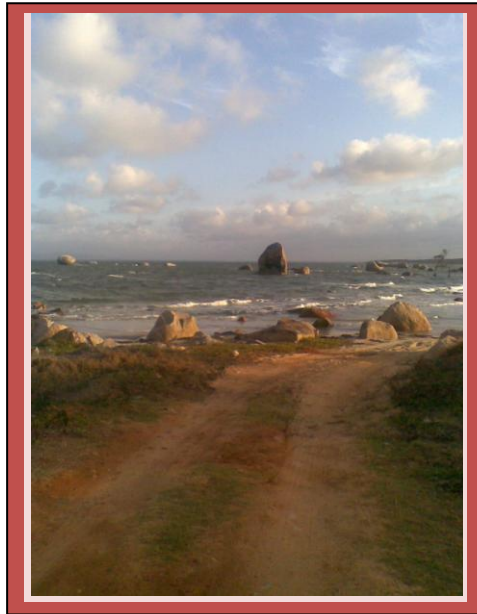


LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

COMMUNITY PLAN – 2011 to 2021



Strong Puuya, Strong Culture, Strong Future

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MESSAGE FROM THE COUNCIL

Lockhart River Aboriginal Shire Council has put together this ten year community plan that will guide us towards our vision of achieving *Strong Puuya, Strong Culture, Strong Future* for Lockhart River and its people.

The plan is based on the many contributions of local people, services, government agencies, businesses and networks that have an interest in or relationship with Lockhart River.

Because of these interests they have a right to a voice in the future, but also they have a shared responsibility for working together towards the community's common goals.

We appeal to everyone with an interest in Lockhart River to consider how each of you can help put this plan into action...

Although a relatively small community, Lockhart River is a proud and active one, with a large number of the 800 residents participating in targeted consultations, meetings and community days to help Council produce this plan. The focus of all of these discussions has been 'What kind of place would you like to see Lockhart River be in 10 years time?' – drawing on what people enjoy and value about the community now, the main challenges and problems facing the community that might threaten or impede the vision, and the types of specific improvements and actions that are needed to achieve the preferred future.

Council gave out information to the whole community and to partner organisations and welcomed the broadest involvement. The website provided information, as did the *Waanta Newsletter* and public notices around town. Church meetings, Women's and Men's Group meetings, youth committee meetings and after school and vacation care programs, and Council meetings were all places where the community plan was talked about, and where feedback was welcomed from community members and other services.

The Lockhart River Community Plan builds on good work carried out in the previous decade by Council, the community and state government. The plan is not overly ambitious – it reflects the main priorities and capacity of the Council, the community and other stakeholders.

Council recognises the many complex changes that are happening in the world, including climate change and scientific and technological advances. It is important in our remote tropical community to be conscious of these as we are likely to experience both negative (e.g. more cyclones and storm surges) and positive (e.g. new information technologies that improve access to medical services) effects of these changes.

In many ways, the people of Lockhart River are still suffering the effects of colonisation and forced removal and resettlement of our people, including many years of government and church control over every facet of life. Even now we receive much higher than usual levels of scrutiny, intervention and attention by government – and this brings with it benefits and costs. As a community we need to grow our leadership

and capacity to make the most of the benefits and off-set and manage the costs. We need to embrace our traditional knowledge and cultural practices, and bring the advantages of these into a modern world.

We need longer term views and better coordinated efforts by government, funded community groups, residents, and elected representatives at all levels to realise the visions outlined in these pages. For its part, Council has adopted the plan as the foundation for all of our governance strategies and documents that help us to manage towards a *Strong Puuya, Strong Culture, Strong Future*.

When decisions are being made about our community, we ask that people and agencies refer to this document as a guide. More so than any other document, this ‘people’s plan’ will guide every decision and action of my Council and will inform ongoing reviews of strategies and services.

Council would like to thank all of the people who contributed to the making of this Plan, and encourage them to now continue their good work in implementing the identified actions. As a living document, this community plan will be reviewed and improved regularly.

INTRODUCTION

The Lockhart River Aboriginal Shire Community Plan is the result of a high level of Council engagement with residents, service providers, government agencies and other interests in our small, remote Cape York community.

The large majority of Lockhart River residents originate from five major traditional Aboriginal language groups in the region. The traditional territories go from Double Point to Breakfast Creek and inland to the mountains. The major language groups from north to south are the:

- Wuthathi (Southern)
- Kuuku Ya'u (norther) and Kanthanumpu (Southern Kuuky Ya'u)
- Uutaalnganu (Night Island)
- Umpila
- Kaanju (Northern and Southern).

Within these five major traditional language groups there are a number of extended family clan groups. Residents may associate and/or relate to a number of clan and language groups. There are also a few affiliated Aboriginal and Torres Strait Islanders and some non-Aboriginal staff and contractors and their families who live for periods of time in our community.

Through this community plan the Council and the community call on all levels of government, investors, non-government agencies and community members to take action to create the kind of future people want in Lockhart River. We have tried to address some of the major impacts of historical, current and emerging issues and opportunities in this plan where it has been possible and identified as a priority by community members.

The plan describes the vision for Lockhart River in 2021 as *Strong Puuya, Strong Culture, Strong Future*. The plan identifies the main priorities (goals) for the next ten years across the prescribed areas of Social wellbeing, Environmental management, Economic development, and Governance. More detailed actions are also outlined, and these will be added to and changed over time.

Our Community Plan [<insert hyperlink>](#) was adopted on 28 November 2011.

Community safety - local level plans

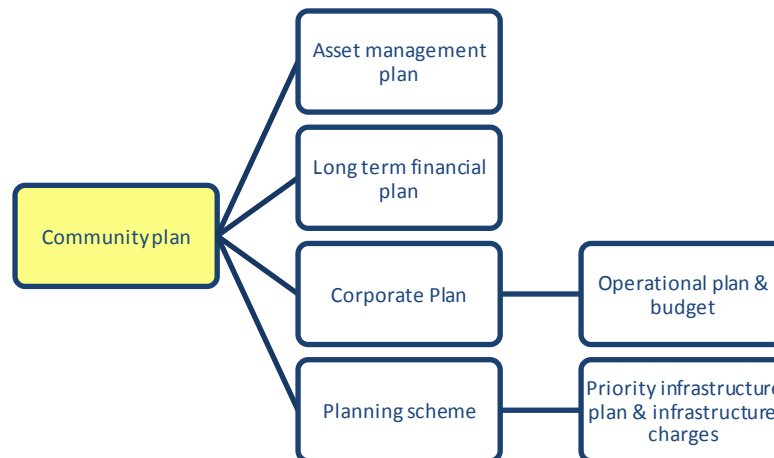
In 2009, the Crime and Misconduct Commission for Queensland (CMC) released a report called ‘*Restoring Order*’, which recommends that Indigenous Councils in the state ‘ensure that crime prevention and the criminal justice system response to crime and violence in communities is guided by strong local-level planning’. Councils can do this through local implementation plans and/or through Community Plans. Lockhart River Aboriginal Shire Council has chosen to take the latter approach.

There is an expectation that Council will incorporate early intervention strategies in community services planning, in Council protocols, and in specific local crime prevention strategies. The community plan must also cover specific issues relating to:

- the agreed model for the operation of the criminal justice system in Lockhart River
- the extent to which local justice initiatives such as the community justice group, the local ‘law and order’ local laws, and the local JP Magistrates Courts will play a role in the delivery of justice services
- the role of the community justice group, including its capacity to provide dispute resolution services, advise courts on sentencing, assist in the supervision of offenders in the community, and the circumstances in which it can do so
- how offenders should be dealt with.

Planning linkages

Council is responsible for developing and implementing a large number of plans and policies to guide its direction, operations and expenditure. The priorities outlined in this community plan should inform all of those other plans and policies and associated decisions.



Strong Puuya, Strong Culture, Strong Future

The people of Lockhart River prefer low to moderate growth in the next ten years, with an increase in locally owned and managed businesses that provide more affordable and better variety to local people and tourists visiting the area. This will be achieved by a serious focus on whole of community education and training – particularly relating to opportunities in the cultural tourism and construction and development industries. The growth is also seen in the increase in housing, which is more dispersed and less over-crowded and located from the beach to the airport, with home ownership taken up by a number of people. Specially built centrally located accommodation is available for elderly single people and also young people (aged 18-25) wishing to live in their own accommodation or with a friend.

The infrastructure and physical environment in town is greatly improved with good quality and well maintained roads, public buildings and public areas (including gardens) making local people proud to live in the area and making visitors interested in coming to the area, and returning. Council has upgraded the storm water, sewerage and waste management systems and the residents have a secure water supply.

There is much more to do with a better range of shops and services as well as sporting and community events and routines, like markets, cultural days etc that are well attended. Children and parents are actively involved in school and learning, with good attendance records, and kids have better chances of success when they leave Lockhart to go to high school in other areas. The kids enjoy the regular after school and school holiday activities that are run, and love the recreation facilities, and the new swimming pool at the School. The adults are enjoying a better social life at the community-managed Sports club which has music and dancing, and serves meals and limited alcohol.

Lockhart people are proud of their talented and respected artists and dancers, and they enjoy being able to maintain their connection to culture and traditions through these activities as well as through Land and Sea, and music and language programs. People feel well connected to their country, and enjoy living and doing business on their outstations for part of their year.

There are fewer young teenage pregnancies, fewer charges and court appearances against Lockhart River residents, and less problem gambling and drinking and this has been achieved largely through leadership by the strong Women's and Men's groups, (including Community Justice Group) who have been consistent in their direct action on the ground in community. This has been supported by local services and also by better coordinated and more reliable visiting services and agencies.

ACHIEVING OUR VISION: GOALS & ACTIONS

The community plan is expected to reflect and respond to the local community's needs, expectations and priorities for the future. It will be necessary to continually weigh up and make decisions about competing priorities and problems along the way, however the state government expects that equal weighting is given to different matters in order to work towards a more sustainable or balanced outcome.

Community priorities

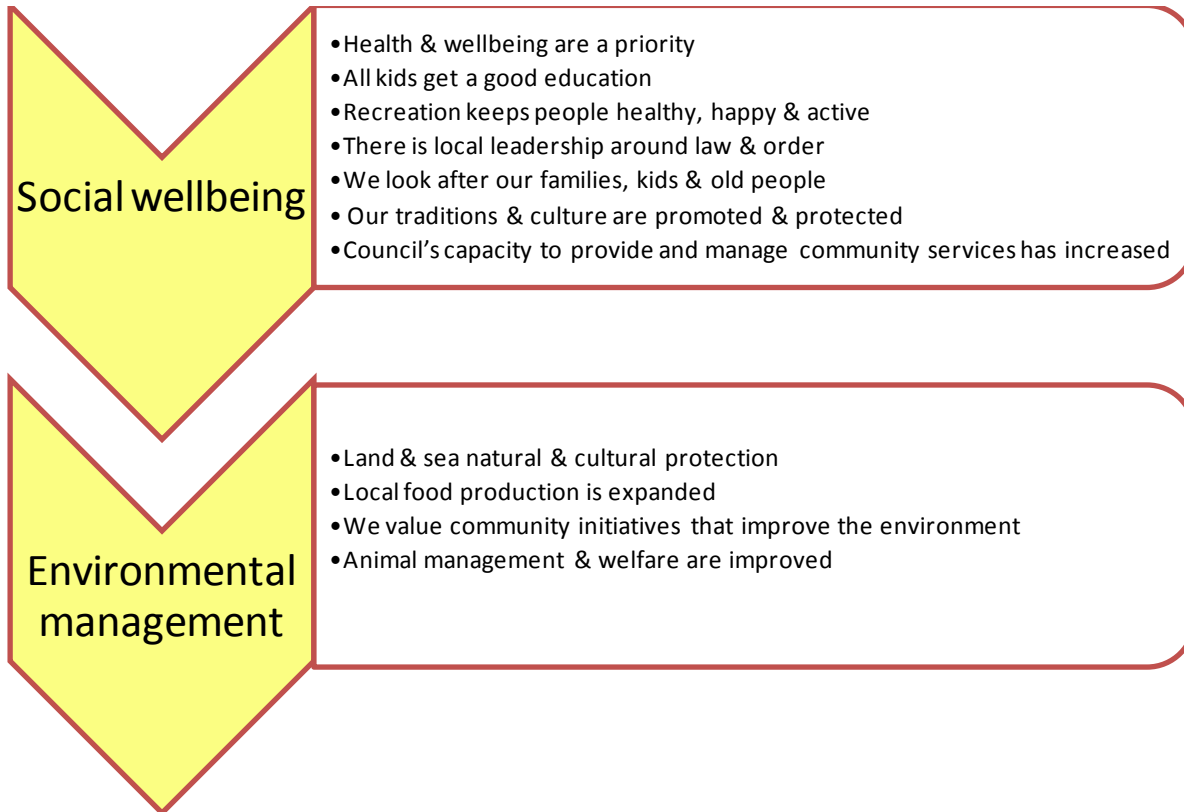
Based on the consultations and discussions undertaken to prepare this plan, the most popular (common) feedback has been:

- (1) the critical importance of getting parents and families more involved in their children's education from early years
- (2) the threat to children's and young people's futures caused by some serious social issues including poor health, violence, very young pregnancies, boredom, gambling, drinking and drug use
- (3) the vital need for more leadership through individual and community action, rather than just talking about the same things year after year
- (4) the need for more local businesses and jobs that make the most of all of the construction and development and cultural tourism opportunities that are happening
- (5) the need for more housing, and also some different housing types (e.g. for the old people)
- (6) the need for better recreation and social programs and facilities – in particular, many people talked about their desire for a swimming pool and for a better use of the old canteen
- (7) the need for all government action and investment to be coordinated, respectful of what has happened previously and what is happening now for local people, and long-term in nature
- (8) recognition of the important role of culture and traditional knowledge in people's modern lives.

Themes

The community priorities were put together with priorities from other sources, such as background studies, policy and program intentions of government, local and regional enterprises, community groups, and networks. These priorities were then organised into specific 'themes' in line with the state government's requirements for community plans and the main themes of sustainability for local governments.

The priorities were then transformed into Goals & some associated Actions.



Sustainability

The concept of sustainability for Local Government is not restricted to its financial performance. As well as being economically sustainable, a Local Government must also be socially, culturally, and environmentally sustainable.

Infrastructure

- Council's capacity to provide and manage infrastructure has increased
- Water, sewerage & storm water systems are well maintained and upgraded in time with new development
- The quality, supply and type of housing is improved
- The waste management system is effectively managed & upgraded in time with new demand
- The road network is well maintained
- Public amenities & buildings are clean, pleasant & well maintained
- An urban planning & development framework is in place
- A good quality airport service is provided to local people & visitors
- There is an adequate supply of accommodation for non-resident service providers

Economic development

- Relevant training & development opportunities are provided for residents & workers
- Business development is a long-term priority
- People benefit from the use of modern information & communication technologies

Leadership & governance

- Local leaders have the right skills, knowledge & attitudes
- Governance structures are in place that ensure good decision making
- Government activities and investments are well informed & coordinated
- Council has sound financial management practices
- The local community is well informed about key issues
- An effective system for disaster management is in place

A local community is sustainable if its physical, economic, natural, human, social and cultural capital can be maintained or improved over the long-term. The sustainability of a community is also promoted through good governance by elected officials and the executive management of the Council.

SOCIAL WELLBEING

You-me working together, not standing alone. You-me it's up to us, we have got to help one another. You-me I know we can do it.

Goal 1 – Health & wellbeing are a priority

Action	Who is responsible	Timing	Indicators of success
The Health Action Team is responsible for all local health matters, with support from Apunipima and Qld Health	Community members	Immediate	Doctor on the ground, Health workers do home visits, Services are better coordinated with stable staffing
'Healthy lifestyle' and Health promotion programs are run in the community every week for the broadest range of people – includes nutrition, cooking, sexual health, and exercise classes	Health service providers, Women's Group, Men's Group, Youth program	Immediate	A wide range of residents are involved in regular health promoting activities
Chronic disease treatment happens in community	Health service providers	Start 2012	People with chronic diseases can remain living in the community
A drinking rehabilitation program is run in community	Health service providers, Women's Group, Men's Group	Start 2012/13	A reduction in problem drinking
A 'Home grown' – grow your own vegies program is introduced to households	Council, School, Department of Communities (Housing & Homelessness Services)	Start 2012	People are growing and eating more of their own fresh vegetables
Community education around animal management & welfare is in place to prevent the spread of disease	Health services, Council, community members	Immediate	Diseases passed on by animals are reduced in children and adults
All young women are offered 'Mothercraft' classes	School, Health service providers, Women's Group	Immediate	Reduction in teenage pregnancies, Increase in young mother's involved in 0-5 year old programs

Goal 2 – All kids get a good education

Action	Who is responsible	Timing	Indicators of success
Parents and care givers make sure their kids go to school	Community leaders, School, Community services	Immediate	Attendance rates get better each year
Actively engage young mothers when they come back to community to support them in caring for their child and his/her development and early learning	Women's Group, School, Community & government services	Immediate	A high proportion of young parenting women are involved in early childhood development services
Local mentors and community tutors will help kids and parents get through school successfully	Women's Group, Men's Group, School	Start 2012	The school has a list of mentors and tutors who are regularly used
Improve the standards of children's learning and education outcomes	School, Parents, Kids	Immediate	Lockhart kids are at the same standard as other kids Kids are in classes that suit their level of ability (not just age)
Support young people in their transition from Lockhart State School to external secondary schools	Parents, Qld Education, Community members	Immediate	Kids are successful in their transition to high school
Elders continue to teach kids their own language and culture, and encourage them to also learn English literacy and numeracy for work purposes	Elders	Immediate	Children speak more than one language
Support local community action in relation to the rules of the gamble schools – no kids allowed, acceptable opening times etc	Council, Community Justice Group	Immediate	No kids are at the gamble schools

Goal 3 – Recreation keeps people healthy, happy & active

Action	Who is responsible	Timing	Indicators of success
Develop and maintain a swimming pool at the school	Education Qld, Council, Department of Communities (ATSIS)	Start 2012/13	People are able to enjoy a safe place to swim all year round
Organise a range of regular group activities at the community hall, and set up gym equipment for the whole community to use	Council, PCYC	Start 2012	People are using the community hall each day
Develop and maintain a good quality children's playground	Council	Start 2012	Children have a good quality park to play in
Redevelop the oval and old canteen into a sport & recreation precinct, and connect it to the community hall	Council, Department of Communities (ATSIS, Sport & Recreation)	2012- 13	The community uses the Sport and Recreation precinct each day
Improve the BMX facilities, and include a helmet hire facility	Council	2012	Children have a good quality and safe BMX facility to use
Improve local parks to include lights, seats, water fountains and cooking facilities	Council	2012- 14	Local parks in the township are well maintained and used
Improve the church hall and hold regular social activities like movie nights, bingo, Karaoke and music/dance events	Anglican Church, Council	Immediate	There is a social event happening each week
Develop a Sport & Recreation Committee to run the old canteen and organise local and regional competitions	Women's Group, Men's Group, Youth program, Council, Department of Communities (ATSIS)	Start 2012	A Sport & Recreation Committee is running successfully
A wide range of programs and activities are run after school and in vacations for children and youth	Council, PCYC, School, Community services	Immediate	Kids have supervised activities to do each week day and during school holidays
Explore beach-based activities for locals and visitors	Council	2012- 13	The type and location of possible beach-based recreation activities are identified
A Moto-X track is built on an approved site	Council	2012	There are fewer people riding motorbikes in the town centre

Goal 4 – There is local leadership around law & order

Action	Who is responsible	Timing	Indicators of success
Make some changes to how the Community Justice Group operates so that it is clear that ‘Local leaders are leading the way’	Community Justice Group coordinator, Women’s Group, Men’s Group	2012	Increased awareness of the role of the group and its powers in the community, New members are recruited, Priority actions are carried out in the community (e.g. through Men’s centre, Shelter, school, court etc)
Council’s community development services and activities will include those focused on preventing involvement in the criminal justice system	Council	Immediate	Programs are funded to target people involved in or at risk of involvement in the criminal justice system
QPS, Council and Community Justice Group will agree on protocols that improve the working relationship between the leadership groups	QPS, Council, Community Justice Group	2012	Clear protocols are in place, The working relationship between the groups is effective
Community Justice Group will meet routinely with QPS and Council officers to identify and act on local crime priorities and strategies	Community Justice Group coordinator & members	Immediate	Fewer people are being charged with offences (minor and serious)
Community Justice Group and Magistrate and QPS will refer people at risk of involvement or involved in the criminal justice system for minor charges to the Men’s Healing Centre and the Women’s Group for immediate follow up and program support.	Community Justice Group, Magistrate/s, & QPS	Start 2012	Fewer people are being charged with offences (minor and serious)
Community Justice Group members provide advice to the QPS and the Magistrate and District Court judges in relation to matters involving Lockhart River residents	Community Justice Group members	Immediate	Fewer people are being charged with offences (minor and serious)
Community Justice Group provides support to Lockhart River residents attending court, and links the people in with specialist advocacy and support services as required	Community Justice Group coordinator & members	Immediate	People attending court feel supported by their community leaders
Local Laws officers need to be given powers and then the support (by elected members and leaders) to put things in place (e.g. dogs, gamble etc)	Councillors, Council	Immediate	Reduced problems associated with local law matters (e.g. dog welfare/ control, gambling)

The Men's Group is more active in terms of providing alternatives and interventions when people get in trouble (charged, warnings)	Men's Group, Council	Immediate	Programs are in place at the Men's Healing Centre, The Men's Group is given a list of people in trouble each week and follows up with them
Community Justice Group, Council and QPS to intervene in the gamble schools and problem drinking in order to do the best for children and young people's wellbeing	Community Justice Group, Council and QPS	2012-13	There are fewer illegal and illicit social activities happening in the community
People do their Community Service Orders in the community for broad community benefit – e.g. clean up community, clean up at Council facilities like Women's shelter	QPS, Council, Magistrate	Immediate	The community benefits from the time and labour of people on Community Service Orders
Look at programs that have worked to stop young people offending and re-offending	QPS, Council	2012	Different programs/ activities are identified that help stop young people (re) offending

Goal 5 – We look after our families, kids and old people

Action	Who is responsible	Timing	Indicators of success
Improve the standards of services run and offered locally –e.g. more training for local people in disability/ aged care, health, child and youth, driver’s licenses etc	Council, Jobfind, government services, Community services	Start 2012	Local people are able to access good quality services in town
Run practical parenting programs that are holistic, focused on where people are at now and the issues facing them	Health services, Women’s Group, Men’s Group	Immediate	Parents recommend the programs to others
Provide support and advice to parents and care providers of children through a range of early childhood programs (e.g. Playgroup, PACE, First Parents)	School, Qld Education, Playgroup Qld, Council	Immediate	Parents with young children are involved in a range of early childhood activities
Target young women to engage them in a wide range of programs relating to education, employment and training, health, and life skills	Council, Health services, Jobfind, other Community services	2012	Improved educational and employment outcomes for young women
Provide a range of youth activities throughout the year that provide recreation, social and cultural opportunities for young people to participate in their community	Council, PCYC, School, Community services	Immediate	Young people are not bored or getting into trouble
Run Social programs for our old people like exercise classes, bingo, singing, stories and art, dance, community fun days, movie nights through the HACC program	Council	Immediate	Our old people feel included in their community
Have an ‘old culture’ place for people – like a Cultural centre – where all age groups can get together and practice our dances, songs, language and art	Community members and leaders, Council	2013- 15	Our old people’s knowledge and skills are passed on to the younger generations
Build and maintain a good quality older person’s centre at a suitable central location	Council, Department of Communities (Housing & Homelessness, ATISIS)	2013- 15	Lockhart residents have a choice of age-appropriate supported housing as they get older
Organise community transport around town for the elderly and for kids, with some scheduled trips outside of town for routine shopping and other events (e.g. to Weipa)	Council, Department of Communities (ATISIS)	2012- 12	People have access to safe transport for routine trips within and outside of Lockhart River

Goal 6 – Our traditions & culture are nurtured & promoted

Action	Who is responsible	Timing	Indicators of success
Keep culture alive and build community through music, including ongoing support for initiatives like the <i>Kinchya Ngumpulungu</i> – Songs from the East Coast project	Puuya Foundation, Community members	Immediate	Traditional and original songs are recorded, The community enjoys performances by local musicians
Keep culture alive and build community through dance & performance, including regular attendance at the Laura Dance Festival	Community members, Women’s Group, Men’s Group	Immediate	Traditional and original dances are practiced and performed, The community enjoys performances by local dancers and musicians
Keep culture alive and build community through language programs, like the <i>Ngampula kuku kuupathampu</i> project	Community elders, Anthropologists/ Historians, Qld government	Immediate	Traditional language is shared and taught, People keep using traditional language in their everyday lives
Put in place a community-based management model for the Art Centre so that it is accessible, inclusive and respectful of local people and their interests	Council, Elders, Community members, Qld government	Start 2012	The Art centre is thriving and open to all local people and visitors
The Art Centre runs programs that facilitate the connection of traditional and modern cultures, and showcases this to the local community, to visitors, and to relevant (buyer) markets	Council, Elders, Community members, Qld government	Start 2012	The Art Centre is a place where people can go to express and connect to their culture
Creative recovery programs are in place to meet the needs of people with mental health issues	Council, Elders, mental health service providers	Start 2012	Local artists and Elders work with creative recovery program officers to support local people with mental health issues

Goal 7 – Council’s capacity to provide and manage community services has increased

Action	Who is responsible	Timing	Indicators of success
Support and build the capacity of the Council to develop and deliver good quality community services	Council, Department of Communities, Indigenous Coordination Centre, relevant training providers/ mentors	Immediate	Council staff receive good quality induction, training and professional support, Council has an effective Community Services workforce
Support and build the capacity of the Council to coordinate, manage and report on the diverse range of community services programs and activities that are funded and delivered	Council, Department of Communities, Indigenous Coordination Centre, relevant training providers/ mentors	Immediate	Council staff receive good quality professional support, Effective processes and systems are in place to achieve management and reporting obligations
Develop an Asset management plan for the Community Development Services section of Council so that the services delivered are safe, sustainable, and of good quality	Council, consultants	2012	Council has a clear picture of its community infrastructure assets, Council has adequate funds to maintain, upgrade and/or renew the infrastructure

NATURAL ENVIRONMENT & RESOURCE MANAGEMENT

The health of our country is essential to the health of our bodies, minds, and spirits, and to the health and wellbeing of our families and our community. The future of our community and our economic prosperity cannot be separated from how we manage our community's land and assets.

Goal 1 – Land & Sea Natural & Cultural Protection

Action	Who is responsible	Timing	Indicators of success
Undertake environmental activities to protect the natural and cultural values of the <i>Mangkuma</i> Land Trust land and sea, focusing on feral animals, weeds, marine turtles and dugongs	Council, Traditional Owners, Elders, Community members	Immediate	All decisions about land and sea management are made in a way that is consistent with the Land Sea Centre Development Plan
Community education is needed to understand some of the changes that happen through the Land & Sea agreements	Traditional Owners, Elders, Community members, Council	Immediate	Local people and visitors understand the Land & Sea agreements that are in place and abide by them
Training and employment of Community Rangers	Council, Traditional Owners	Immediate	Staff employment in the Land and Sea Centre includes Aboriginal Community Rangers and Indigenous Land Managers, Staff get Certificate level training, Staff have good quality resources and accommodation.
Support people to go back to country	Council, Traditional Owners	Start 2012	More people are living on their outstations in a sustainable way
Improve the relationship between local people and the National Parks & Wildlife officers and programs	NPWS, Council, Community members	Immediate	There are positive relationships between NPWS officers and community members

Goal 2 – Local food production is expanded

Action	Who is responsible	Timing	Indicators of success
All agricultural enterprises avoid damaging the land in order to maintain production values	Council, Traditional Owners, Community members, Jobfind, other land managers	Immediate	Sustainable agricultural practices are in place
Investigate the viability of producing more locally grown and supplied fruit and vegies at the Farm	Council, Jobfind	2012- 14	The resources and actions required to make the farm a viable proposition are understood
Facilitate a local, affordable food supply at the household level	Council, School, Jobfind, other government and community services	2012- 13	People are growing and eating their own fruit and vegetables

Goal 3 – We value community initiatives that improve the environment

Action	Who is responsible	Timing	Indicators of success
Run Environmental education programs relating to water conservation, waste management & recycling, animal welfare/ management, & fire management	Council, Community members	2012- 13	There are fewer environmental issues or threats created by people living in the township
Have a Council clean up week each year for large items like cars, washing machines, fridges etc	Council, Community members	Start 2012	The town area is clean and tidy
Run home maintenance and other skill development programs to help people look after their homes	Council, Department of Communities (Housing & Homelessness Services)	Start 2012	People are able to carry out their own small home maintenance tasks
Keep streets and drains tidy and clear of rubbish to protect kids from disease and injury	Council, Community members	Immediate	The town area is clean and tidy

Goal 4 – Animal management & welfare is improved

Action	Who is responsible	Timing	Indicators of success
Develop management structures and systems to support the changes brought about by the local laws relating to animal management and welfare	Council	Immediate	Animals are in better condition, Animals are better managed
Carry out community education about the local laws and associated changes and expectations	Council, Community members	Start 2012	Residents understand the local laws and what they mean to them
Enforce local laws	Council, Community members	Start 2012	No more than 4 dogs per house, No ‘stray’ dogs in public areas, Fewer dogs in the community, No ‘pest’ animals in the township, Animals are in good condition and treated humanely, More dogs are spayed/ neutered

INFRASTRUCTURE

Infrastructure is a critical issue for the Lockhart River community – particularly housing, but also all of the other infrastructure associated with daily life in a township. There has been a focus on capital works, but not enough on service delivery and maintenance. This affects what can and will happen in the next ten years in terms of every element of people’s lives – houses, jobs, recreation and so on.

Goal 1 – Council’s capacity to provide and manage infrastructure has increased

Action	Who is responsible	Timing	Indicators of success
Build the capacity of the Council to operate and maintain key infrastructure networks and assets	Council, Local Government & Planning	Immediate	Council has effective processes and systems in place to operate its infrastructure networks and manage assets (includes a strategy for managing plant & equipment)
Establish Council as a fee for service provider to state government for a range of infrastructure capital works projects	Council	Immediate	Council wins tenders to build water and sewerage infrastructure
Develop an Asset Management Plan and Long term Financial Plan that provide for new capital works as well as service delivery, maintenance and renewal of infrastructure	Council, consultants	Immediate	Council has a clear picture of its infrastructure networks and assets, Council has adequate funds to maintain, upgrade and/or renew the infrastructure

Goal 2 – Water, sewerage & storm water systems are well maintained and upgraded in time with new development

Action	Who is responsible	Timing	Indicators of success
Establish a secure water supply, based on bore water (including new bores, and back up from creek)	Council	2012-15	Residents have universal access to drinking water
Sewerage system and storm water upgrades will continue in time with development	Council	2012-15	The sewerage system and storm water networks in existing and new developments can cope with demand
Environmental values of creek need to be addressed in sewerage upgrades as kids play there	Council	2012-13	Creeks are safe for kids to play in

Goal 3 – The quality, supply and type of housing is improved

Action	Who is responsible	Timing	Indicators of success
Expand the urban footprint of the township to increase the number and range of housing types available to residents	Council, Qld government, Community members, consultants	2012-15	New subdivision in 2012 with 50 houses, Greater mix of housing types is available to residents, Houses suit the climate, the location, and the lifestyle of residents
Continued maintenance and upgrade of housing stock	Department of Communities (Housing & Homelessness Services), Q Build, Council, Community members (tenants)	Immediate	Houses are in good condition and suit the household needs, There is less over-crowding
Council to secure Q Build contracts for establishing and maintaining gardens of public housing stock (existing and new properties – includes fencing)	Council, Q Build, Department of Communities (Housing & Homelessness Services)	Immediate	Council provides fencing and landscaping services for social housing stock
Introduce home ownership	Council, Department of Communities (Housing & Homelessness Services)	2012-13	A clear and equitable system for people to purchase houses is in place, Issues relating to cattle leases are resolved, People are able to afford to purchase their own home

Goal 4 –The waste management system is effectively managed & upgraded in time with new demand

Action	Who is responsible	Timing	Indicators of success
Improve the operation and management of the new waste transfer station/ landfill	Council, Community members	Immediate	Council complies with the conditions of the license for the waste transfer station/ landfill
Introduce recycling services to the waste transfer station	Council	Start 2013/14	Compost materials are being produced
Effective community education program is rolled out to encourage people to improve the way they produce and deal with waste	Council, Community members	2012- 14	Residents are effectively using the waste transfer station
Additional fill sites are identified in keeping with the wishes of Traditional Owners and Community members	Council, Traditional owners	2014-21	Additional sites are agreed

Goal 5 – The road network is well maintained

Action	Who is responsible	Timing	Indicators of success
Maintain the local road network	Council, Department of Main Roads	Immediate	The local roads are in a good condition
Upgrade of Taylors Landing road and the road to Old Site	Council, Department of Main Roads	2012- 15	Taylors Landing road and the road to Old Site are sealed and kept in good condition
Upgrade and maintain crossings between Lockhart River and Archer River, including the Pascoe and Wenlock crossings	Department of Main Roads	2012-21	The Pascoe and Wenlock crossings are upgraded

Goal 6 – Public amenities & buildings are clean, pleasant & well maintained

Action	Who is responsible	Timing	Indicators of success
Improve the landscaping in public areas in the township, including the entry way into town and the road to the beach	Council	2012-13	Residents are proud of how the town looks
Undertake limited scale beach front development to suit locals and attract tourists, with full permission and involvement of the Traditional Owners	Traditional Owners, Council	2012-14	Local people and visitors enjoy a range of activities at designated beaches
Put up information boards and signage around the community for local people and visitors	Council	2012-13	Signs are in place and people make use of them
Increase the supply of public toilets, water fountains, bins, and seats in key public areas	Council	2012-13	Public facilities are in place and are well used
Put in place a daily cleaning and maintenance routine for all public facilities including toilets and public areas	Council	Immediate	The public facilities are always clean and in a good state of repair
Run competitions that encourage people to keep their yards and streets clean and beautiful	Council, Community members	Immediate	Monthly clean street competitions are held, There is (local) public art in important public locations
Maintain, upgrade and/or renew public and community buildings	Council	Immediate	Public and community buildings are in good condition and are well used

Goal 7 – An urban planning & development framework is in place

Action	Who is responsible	Timing	Indicators of success
Resolve all of the outstanding issues with the draft Planning scheme	Council, Department of Infrastructure & Planning	2012	The Planning Scheme is gazetted
Use the Planning scheme as a guide for all future development	Council, Department of Communities (Housing & Homelessness Services), business and other interests	Start 2012	All new development is in keeping with the Planning Scheme

Goal 8 – A good quality airport service is provided to local people & visitors

Action	Who is responsible	Timing	Indicators of success
A scheme for subsidised flights for local people is put in place with Skytrans	Qld government, Skytrans	Start 2012	The cost of people's travel is reduced
An effective program of maintenance for the runway and associated land and buildings is in place	Council	Immediate	The aerodrome facilities are in good condition and suit the uses
Plan for a possible upgrade of the runway and associated facilities if there is an increase in flights or change in aircraft types using the runway	Council, Skytrans, federal government	2012- 15	The aerodrome facilities are in good condition and suit the uses
The airport and associated accommodation is run as a profitable business arm of Council	Council	Immediate	Transfer of airport land from Cook shire to LRASC is complete, The venture is run at a profit

Goal 9 – There is an adequate supply of accommodation for non-resident service providers

Action	Who is responsible	Timing	Indicators of success
Get funding to expand the supply of accommodation for visiting and other services providers who aren't local people	Council, Qld government	2012- 13	Accommodation is not a barrier to good quality service delivery to residents
Invest in a maintenance program for all properties	Council, Qld government	Start 2012	Properties are in good condition

ECONOMIC DEVELOPMENT

To have a future, our people need good jobs. To have good jobs, we need training and mentoring.

Goal 1 – Relevant training & development opportunities are provided for residents & workers

Action	Who is responsible	Timing	Indicators of success
Provide literacy and numeracy support activities in time with work readiness training, through locally relevant networks and through new partnerships (e.g. School-Council)	Jobfind, School, Community leaders	Immediate	More people are able to read and write, More people are able to understand the requirements of employers
Maximise the amount of training and development that happens in Lockhart River	Jobfind, Council, Qld government	Immediate	The majority of training happens in Lockhart River than outside of it
Maximise the use of mentors and coaches that have long term relationships with the community	Council, Qld government, federal government, Community services	Immediate	There is a small pool of mentors and coaches associated with Lockhart River over a long period of time
Find ways to support local people to succeed in apprenticeships and traineeships	Jobfind, Council, School	Immediate	The majority of people who start an apprenticeship or traineeship complete it
Match the skills training with jobs that are likely to be available and with different target groups (e.g. young women, care providers, high school students)	Jobfind, Council, other employers	Immediate	People are trained to do jobs that are available in the community
Check out the feasibility of a training company/ business incubator like the block works in Napranum	Council, Jobfind, Qld government	2012-14	Council and other stakeholders have enough information to make a decision about setting up a training company/ business incubator
Professional development opportunities will be organised across workplaces and employer groups	All employers	Start 2012	The skills of the local workforce increase each year Employers share staff development and training costs

Goal 2 – Business development is a long term priority

Action	Who is responsible	Timing	Indicators of success
Identify feasible businesses and categorise them according to the types of skills and resources needed to achieve start ups	Council, DEEDI, DEEWR, Indigenous Business Australia	2012-13	Business opportunities in Lockhart River are identified that are suited to: <ul style="list-style-type: none"> Local business start ups Partnerships between local businesses and external enterprises External enterprises
Employ long term Employment, Training & Business Mentors to support the establishment of locally owned small businesses (e.g. take-away, DVD hire, lawn mowing)	Council, DEEDI, DEEWR, Indigenous Business Australia	2012-2017	5-10 year funding commitments are provided to employ locally based Mentors, Additional local businesses start up and operate sustainably
Develop local services and workforces that can get the most benefit from the many construction and development projects that are underway and planned	Council, Jobfind, Qld government	2012-2021	The majority of the construction workforce is made up of local people
Develop a skills & training centre that includes facilities to provide basic services to the community (e.g. catering, key cutting, hair cutting)	Jobfind, Council, Qld government	2012-15	The skills & training centre is operating and provides services to the community
Develop local and district markets for ‘cottage industry’ or niche market products (e.g. fishing, sewing, arts and craft)	Jobfind, local enterprises, Community members	Start 2012	Local people have markets to sell their goods and services to each other and to visitors
Develop local tourism packages, and link to beach-front and outstation development	Council, Balkanu, Traditional Owners, local enterprises	2012-13	There are well marketed and interesting local tourism packages available to visitors
Expand the amount of short term accommodation in the area for tourists and visitors (e.g. like Enterprise Seisia)	Council, Qld government, local enterprises	2012-15	There are a greater number of accommodation units available to visitors
Create a partnership with Cairns Chamber of Commerce to get their help with business start ups and local economic development initiatives	Council, Balkanu, Cairns Chamber of Commerce	2012	LRASC and Cairns Chamber of Commerce have a working relationship

Goal 3 – People benefit from the use of modern information & communication technologies

Action	Who is responsible	Timing	Indicators of success
Provide a variety of choice between Wired Copper, Wired Fibre and Wireless Data Connections	Telstra	2012-14	There is a choice in the types of data connections available
Improve the reliability of the Telstra Tower's Data and Mobile Signal Connections	Telstra	2012-13	There is a more reliable data and mobile phone network
Improve Telstra facilities to help the community get improved telecommunications services	Telstra	2012-14	Additional communication services are available
Improve library facilities to incorporate digital online libraries, virtual high school and college online training	Council, Qld government	2012-13	People are able to access online learning and online libraries
Council to provide training to staff so that they are more proficient in the use of ICT	Council	Immediate	Staff are more proficient in their use of ICT
Council to provide training to community members so that they can enjoy a full application of ICT in their everyday lives	Council	2012-13	Residents are more proficient in their use of ICT

LEADERSHIP & GOVERNANCE

We want a future where the CEO is from here, the contractors are from here, and the teachers are from here.

Goal 1 – Local leaders have the right skills, knowledge & attitudes

Action	Who is responsible	Timing	Indicators of success
Provide training and support mechanisms for people in leadership positions that are practical and relevant to their job	Council, Department of Communities (ATSIS), Local Government & Planning	Immediate	People in leadership positions have the skills required to do their jobs
Identify and promote good strong role models in and associated with the community	Council, Community leaders	Immediate	Councillors are considered good role models by community members
Promote a gender balance in Council	Council	Immediate	50% of Councillors and employees across directorates and classification levels are women
Get more young people involved in community leadership positions – including Council committees	Council, Community leaders, Community members	Start 2012	There is an active and effective Youth Committee
Support and promote Women’s Group and Men’s Group activities	Council, Women’s Group, Men’s Group	Immediate	There is an active and effective Women’s Group, There is an active and effective Men’s Group

Goal 2 – Governance structures that ensure good decision making are in place

Action	Who is responsible	Timing	Indicators of success
Ensure that the Community Justice Group includes a wide range of Elders from the Lockhart River community	Council, Community Justice Group, Community leaders, Community members	2012	At least 75% of the active members are Elders from local clan groups
Establish a (voluntary) local ethics committee to provide advice to and scrutinize Council decision making in relation to social and cultural matters	Council, Traditional Owners, Elders, Community leaders	2012- 13	A local ethics committee is active, and includes participation by local Traditional Owners and Elders
Strengthen the relationship between Councillors, Council officers and state agencies with a responsibility to assist good governance of Lockhart River	Councillors, Council directors, Local Government & Planning, Department of Communities (ATSIS)	Immediate	Councillors and Council officers understanding of and capabilities to do their roles improves each year

Goal 3 – Government activities and investments are well informed & coordinated

Action	Who is responsible	Timing	Indicators of success
Funding and policy decisions are relevant to and accepted by the local community, and are in keeping with the identified priorities outlined in the community plan	Qld government, federal government	Immediate	Services and programs relate to local community priorities
Funding and policy decisions are long term in nature and are observant of the historical disadvantage incurred by local people and families due to government and church intervention and removal of basic human rights	Qld government, federal government	Immediate	Services and programs relate to local community priorities, Improvements in social and other conditions are able to be sustained
State and federal government agencies coordinate their activities relating to Lockhart River	Qld government, federal government, other (funded) service providers	Immediate	Less Councillor, Council officer, and community leader time is wasted on uncoordinated and spontaneous demands from different government agencies and officers, There is reduced confusion and more progress in terms of dealing with issues
Reduce the unintended impacts of a constantly changing workforce (based in and/or visiting the community)	Qld government, federal government, other (funded) service providers	Immediate	Less Councillor, Council officer, and community leader time is wasted on uncoordinated and spontaneous demands from different government agencies and officers, There is reduced confusion and more progress in terms of dealing with issues
Improve the cultural capability of staff engaging with people in Lockhart River	Qld government, federal government, other (funded) service providers	Immediate	Professional and organisational support is provided to all officers, There is improved understanding between Council and other government and funded agencies

Goal 4 – Council has sound financial management practices

Action	Who is responsible	Timing	Indicators of success
Investigate other revenue generating sources to reduce dependence on government funds	Council	Immediate	Council is less dependent on government grants
Prepare a good quality Long term financial management plan that is consistent with the demands and obligations of Council and with the goals outlined in the community plan	Council, consultants	Start 2012	Council is granted unqualified audits each year
Build Council’s capabilities in terms of financial management	Council, contracted training bodies	Start 2012	Council directors and other designated staff are skilled in financial management, budgeting, and grant writing
Improve processes and systems that underpin grant management	Council, consultants	Start 2012	Each program area is able to manage its obligations in terms of performance and financial reporting

Goal 5 – The local community is well informed about key issues

Action	Who is responsible	Timing	Indicators of success
Ensure that the community receives regular updates about changes that affect them (e.g. Housing, Indigenous Protected Areas, animal control)	Council	Immediate	Residents feel well informed about issues that are important to them
Regularly produce <i>Waanta News</i> and include stories and information from the broadest range of services and groups	Council	Immediate	At least four editions of <i>Waanta News</i> are produced every year
Use community events, meetings and routines to consult, inform and/or link with community members	Council	Immediate	Council routinely attends all community events and meetings

Goal 6 – An effective system for disaster management is in place

Action	Who is responsible	Timing	Indicators of success
Identify and designate an Emergency (disaster) shelter, especially catering for old and young (vulnerable people)	Council, Emergency Management Qld, Department of Communities (ATSIIS)	2012-13	An Emergency shelter is designated and known to people
Carry out a program of community education relating to disaster preparedness and response	Council, Emergency Management Qld	2012-13	Residents are informed about preparing for and responding to likely disasters including cyclones and storm surge
Ensure that Council has a business continuity plan for likely emergencies and disasters	Council	2012	Council has an endorsed business continuity plan for emergencies and disasters