









Corporate Plan



Lockhart River Aboriginal Shire Council

Strong PUUYA, Strong Culture, Strong Future

Contents	Page		Page
History of Lockhart River Our Vision, Our Values & Our Mission Statement Local Government Legislation Local Government Regulation Corporate Planning Process	 3 5 6 7 	Infrastructure Development	16 20
Strategic Direction Social Wellbeing Goal Strategic Objectives Key Initiatives Performance Measures	9	 Goal Strategic Objectives Key Initiatives Performance Measures Contact Us & Feedback	23 25
Natural Environment and Resources Management	13		20

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 im-

mediately, 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.





Our Vision

(What council wants to achieve in the future)

Strong Puuya, Strong Culture, Strong Future

Our 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

Our Mission Statement

(What Council will achieve day to day)

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

LOCAL GOVERNMENT LEGISLATION

Under the Local Government Act 2009, local governments are required to adopt and implement a five year corporate plan. This corporate plan must be reflected by the 10 year asset management plan and long time financial forecast. Once a corporate plan is developed and endorsed, Council are required to adopt a one year operational plan and budget which reflects, and is consistent with, the objectives of the corporate plan.

- Corporate planning helps a council to understand their present situation, to examine how current and future trends may effect them 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 they 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.

Local Government Regulation Current as 1 May 2022

Local Government Regulation 2012. Chapter 5 Financial planning and accountability [s 166]

5 -year corporate plan

Preparation of 5-year corporate plan

- (1) A local government must prepare a 5-year corporate plan for each period of 5 financial years.
- (2) A local government must adopt its 5-year corporate plan in sufficient time to allow a budget and annual operational plan, consistent with the corporate plan, to be adopted for the first financial year that is covered by the plan.
- (3) A local government may, by resolution, amend its 5-year corporate plan at any time.
- (4) A local government must discharge its responsibilities in a way that is consistent with its 5-year corporate plan

5-year corporate plan contents

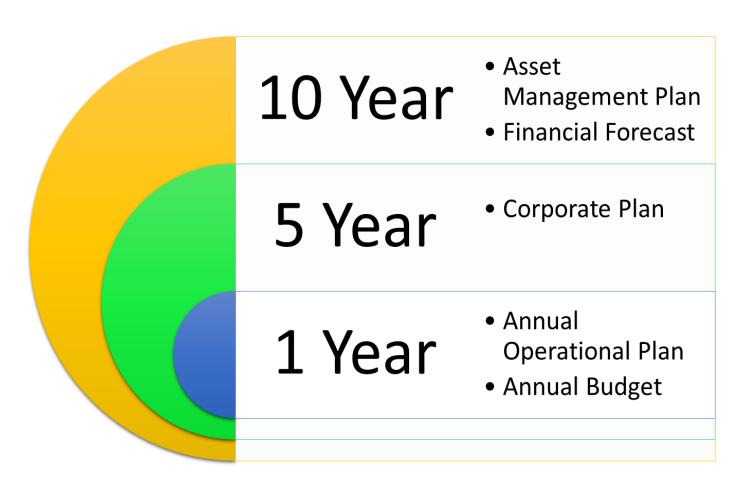
A local government's 5-year corporate plan must—

(a) outline the strategic direction of the local government;

and

- (b) state the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area; and
- (c) include the following information for each commercial business unit—
- (i) an outline of the objectives of the commercial business unit;
- (ii) an outline of the nature and extent of the significant business activity the commercial

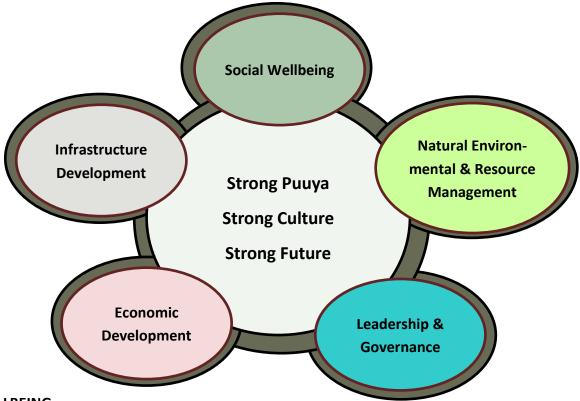
CORPORATE PLANNING PROCESS



STRATEGIC DIRECTION

Council has identified five strategic themes for action. 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.

The following five themes collectively represent the policy intent of the corporate plan, *Social Wellbeing, Infrastructure, Natural Environment and Resources Management, Economic Development and Leadership & Governance.* Each theme has strategic objectives supported by Key Initiatives and Performance Measures.



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".

NATURAL ENVIRONMENT AND 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".

INFRASTRUCTURE DEVELOPMENT

"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".

ECONOMIC DEVELOPMENT

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

LEADERSHIP & GOVERNANCE

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

SOCIAL WELLBEING

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



Strategic Objective 1.1 – Health & wellbeing are a priority for our community members

Ref#	Key Initiatives	Performance Measures
1.1.1	Health education programs that work for Lockhart River	 Health promotion material developed and delivered Council will work with RFDS on innovative Digital Health initiative and activities that promote health and wellbeing issues
1.1.2	Support Health Action Group to link with RFDS and Social Club to provide alcohol and drug free events	 Functional Health Action Team Health Action Team to collaborate with RFDS and Social Club to tackle issue of drug and alcohol rehabilitation. Number of events that are alcohol and drug free held at the Social Club Use Alcohol Management Reform funds to run a regular schedule of activities for the community at Social Club and other key sites in the community
1.1.3	Council sport and rec team working with PCYC to broaden community development	Working relationship with reports provided on outcomes and activities including acquittals

Strategic Objective 1.2 - All kids get a good education and attend school

Ref#	Key Initiatives	Performance Measures
1.2.1	Attendance level at early childhood, school and high school retention	 No of children attending school Work with families on solutions to getting children to school P&C attendance levels Reports provided
1.2.2	Work with each family on a solution on getting their kids to school	 School attendance report from principle Early childhood attendance levels High school retention levels
1.2.3	How to get community to value and motivated for education	Council to support in delivering traditional language and cultural education program
1.2.4	After school computer activities	 More kids learning practical use of computers and internet research
1.2.5	Two way learning program	 Establish a cultural awareness, reconciliation and exchange initiative

Strategic Objective 1.3 – Recreation that keeps people healthy, happy & active available

Ref#	Key Initiatives	Performance Measures
	Develop a training program of planned activities for local staff and community members	 Calendar developed with activities for each month Wellbeing Yarning Circles Aboriginal literacy, English literacy and numeracy Financial literacy programs Mentoring Work experience Implement an absolute basic computer fundamental skills training
1.3.2	Open a Land and Sea Centre	 Run Ranger base and Ranger programs that creates a pathway to "getting back to country"

Strategic Objectives 1.4 - There is local leadership around law & order

Ref#	Key Initiatives	Performance Measures
	Conduct community leadership forums, issues and Think Tank session from the Ngaachi Nyi'ilama Business Hub	 Number of 'Think Tank' sessions held Community Engagement Events Quarterly Think Tank session open to whole-of-community

Strategic Objective 1.5 - We look after our families, kids and old people

Ref #	Key Initiatives	Performance Measures
1.5.1	Social Club established	 Develop and progress partnerships with the Social Club to help deliver whole of community social gathering, family friendly and alcohol free events. (heritage celebration and business networking events). Number of grant funding applications submitted. Number of Community Engagement Events held per year in partnership with Social Club, Royal Flying Doctors Services (RFDS) to develop and improve social, emotional and mental health wellbeing issues program and action plan. Community feedback is collected on activities provided to ensure activities are tailored and customised to needs and goals

Strategic Objective 1.6 - Our traditions & culture are nurtured & promoted

Ref #	Key Initiatives	Performance Measures
1.6.1	Tourism Develop a major event and other events for the Cultural Festival Precinct to increase tourist and visitor number to Lockhart River	 Establish partnership with neighbouring local governments, industry groups, local business and regional development organisation Host cultural festival events
1.6.2	Cultural heritage cloud based ar- chive project	Public and private access computers are active and installed
1.6.3	Engagement of cultural advisors, Elders and Traditional Owners	 Number of consultation with Elders, TOs and community on future projects and needs Formalise process through a centralise location such as the business hub
1.6.4	Indigenous Knowledge Centre	Computer access available to local community

Strategic Objective 1.7 - Council's capacity to provide and manage community services has increased

Ref#	Key Initiatives	Performance Measures
1.7.1	Investigate alternative Aboriginal Shire Council models	 Workforce Australia Employment Services delivered by Yarrabah Business Hub—Wugu Nyambil Approach Advance Queensland as funding body

NATURAL ENVIRONMENT AND RESOURCE MANAGEMENT

Goal—A sustainable and well managed built and natural environment that protects all the natural and cultural resources.



Strategic Objective 2.1 - Land & Sea Natural & Cultural Protection

Ref#	Key Initiatives		Performance Measures
2.1.1	Support via advocacy	•	Traditional owners objectives are met
2.1.2	Support via funding of legal advice	•	Legal matters are resolved
2.1.3	Herbicide weed control program	•	All programs are implemented
2.1.4	Support a Mangkuma Land Trust pro- gram	•	Develop MOU
2.1.5	Support a Kuuku Yau Corporation Ranger program	•	Develop MOU

Strategic Objective 2.2 – Local food production is expanded

Ref #	Key Initiatives	Performance Measures
	Encourage households to plant gardens to provide fresh fruits and vegetables	 Nursery supplies seedlings to community Redevelop the community farm
	Collaborate with Job Network pro- vider (CYE)	Develop a MOU with CYE

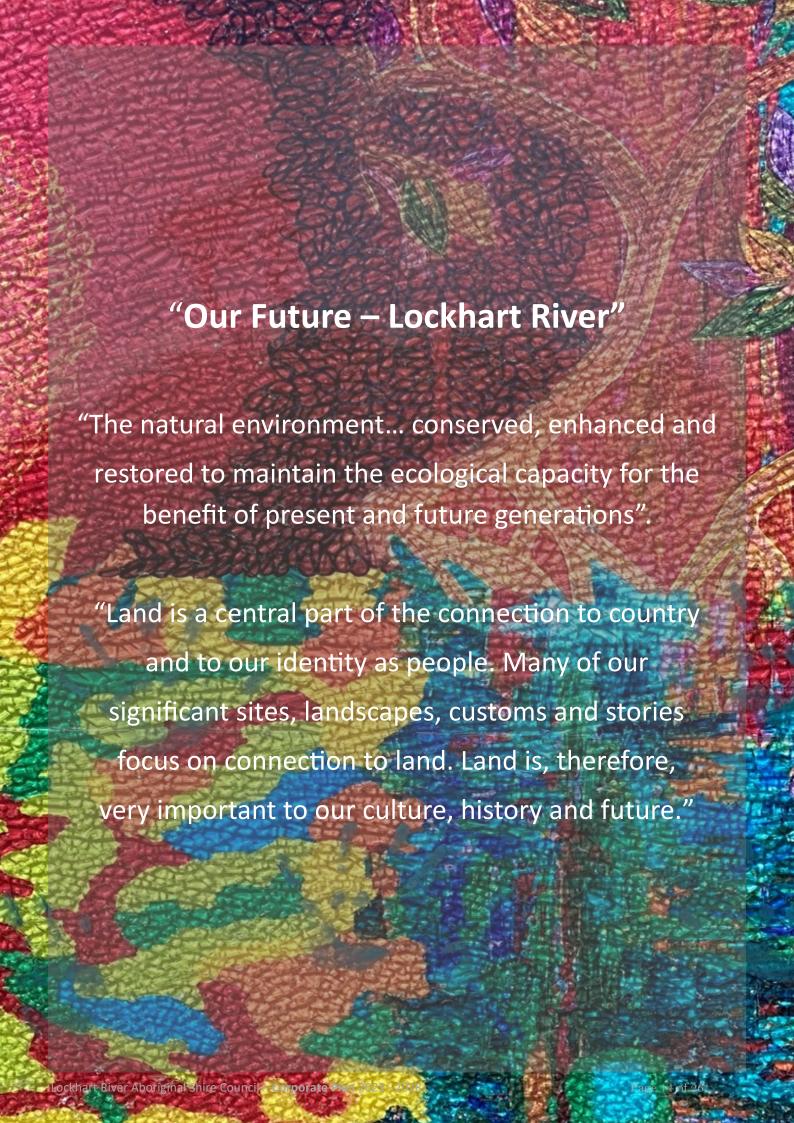
Strategic Objective 2.3 – We value community initiatives that improve the environment

Ref #	Key Initiatives	Performance Measures
2.3.1	Herbicide weed control program	EHO staff complete training
2.3.2	Upgrade water treatment systems	 All programs are implemented, monitored and reported on
2.3.3	EHO staff undertake accredited pro- fessional development	EHO Staff are trained—courses completed
2.3.4	Community Clean Up Events	Proposed dates

Strategic Objective 2.4 - Animal management & welfare is improved

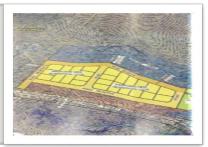
Ref #	Key Initiatives	Performance Measures
2.4.1	Visiting vet program	 Number of community visits Number of animals treated
2.4.2	Ivermectin program	 All programs are implemented, monitored and reported on
2.4.3	Run an effective animal management program	 Number of VET and Herbicide weed control programs delivered
2.4.4	Feral Management ProgramCatsHorse	Desktop research on feral management program for consideration. i.e. suitable for remote shire Council
2.4.5	Pit bull type of dogs around community are dangerous	Fence required by owners
2.4.6	Ratio of dogs per home	4 per residence
2.4.7	Pet census	Determine numbers per house





INFRASTRUCTURE DEVELOPMENT

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



Strategic Objective 3.1 – Council's capacity to provide and manage infrastructure has increased

Ref#	Key Initiatives	Performance Measures
3.1.1	Seek funding for access road better- ment	Level of funding secured
3.1.2	Roadworks delivered by local Indig- enous businesses	 Number of local business start-ups % of work completed by Council and local businesses
3.1.3	Develop engineering plans for entire access road (Geotech etc.)	Plans/ design completed
3.1.4	Manage existing dump sites in accordance with legislative requirements	Develop and implement of an integrated Waste management Plan
3.1.5	Beautification of Parks and Gardens	 Develop and implement a Streets, Roads and Parks Master Plan Implement a weed management program
3.1.6	Consultation process with TO's to identify new dumpsite for 2027	Progress discussion with TO's
3.1.7	Develop and implement asset management plans	Systems and procedures are in place, tracking maintenance, training and plant operation

Strategic Objective 3.2 – Water, sewerage & storm water systems are well maintained and upgraded in time with new development

Ref#	Key Initiatives	Performance Measures
3.2.1	Maintain, upgrade existing water supply, sewerage and storm water systems	 Water upgrades are completed Sewerage upgrades completed (\$ spent) Storm water upgrades completed
3.2.2	Connection to new sub-division	 Install and complete water, sewerage and stormwater infrastructure in the new sub-division ready to provide services to new housing

Strategic Objective 3.3 - The quality, supply and type of housing is improved

Ref#	Key Initiatives	Performance Measures
3.3.1	Home ownership is available	Number of private homes
3.3.2	New Sub-division for new com- munity houses	Number of houses built
3.3.3	Increase staff housing	 Number of new staff housing

Strategic Objective 3.4 - The waste management system is effectively managed & upgraded in time with new demand

Ref #	Key Initiatives	Performance Measures
3.4.1	Waste Management Sustainability	Fees are charged for commercial entities usage
3.4.2	Waste recycling program	 Work with community and businesses to address recycling options
1242	Operate a compliant and well maintained dump	Have EPA inspectionsTraining in dump site management

Strategic Objective 3.5 – The road network is well maintained

Ref#	Key Initiatives	Performance Measures
3.5.1	Local employment in road works is encouraged and supported by Council	 Improved business confidence in starting up and running their own business in civil road works industry Roads are in good working condition Identify new roads to develop 'Going back to Country' Develop an MOU with MLT and TO's to consider putting road network on Council Asset Register
3.5.2	Maintain and further develop roads and pathways	Apply for funding to improve existing infrastructure

Strategic Objective 3.6 – An urban planning & development framework is in place

Ref#	Key Initiatives		Performance Measures
3.6.1	Master planning process	•	Revised Master plan is in place
3.6.2	Support ILUA in place and operational	•	Township ILUA
3.6.3	Review and update Planning Scheme	•	Influence regional planning through being at the table Number of meetings with local community

Strategic Objective 3.7 - Public amenities & buildings are clean, pleasant & well maintained

Ref #	Key Initiatives	Performance Measures
	Upgrade of beach toilets and other public amenities	 Completion of public toilets, water fountain, bins and seats in public areas
	Beautification of water tank and power pole painting	 Number of public art paintings increased Promote culture and local talent
	Information boards for tourists and visitors	Install Public information boards

Strategic Objective 3.8 - A good quality airport service is provided to local people & visitors

Ref #	Key Initiatives	Performance Measures
3.8.1	The council operate a viable aero- drome business	 Staffing—recruitment and retention
	Conduct ongoing risk assessment with the aerodrome	 Ensure staff are well aware, receive ongoing train- ing and are prepared for all types of risks all the time.

Strategic Objective 3.9 – There is an adequate supply of accommodation for non-resident service

Ref #	Key Initiatives	Performance Measures
	Include staff housing in maintenance program	 Staff housing stock in good condition. Staff and itinerant housing is expanded to meet demand
3.9.2	Expand Staff accommodation	Number of new staff houses



ECONOMIC DEVELOPMENT

Goal—Diverse economy to enhance, attract and support business and tourism opportunities that bring improvement in employment.



Strategic Objective 4.1: Relevant training and development opportunities provided to residents and employees

Ref#	Key Initiatives	Performance Measures
4.1.1	Maximize small business opportunities	 Number of new businesses started and running. Maximize small business opportunities for locals. Training local business owners (e.g. bookkeeping) Leverage opportunities via council funding streams
3.1.2	Ngaachi Nyi'ilama Business Hub is open for business	 Expansion of business types. Building business support mechanisms around these businesses Budget (\$) spent to support workforce training and employment services activities, programs and business development Continue to support the Ngaachi Nyi'ilama Business Hub Participant's have a greater understanding of business cycles and workplace goals and processes
3.1.3	Improve Language Literacy and Numeracy (LLN)	 Language Literacy and Numeracy (LLN) is delivered Business management training is delivered Computer literacy sessions delivered

Strategic Objective 4.2: Business development is a long term priority

Ref#	Key Initiatives	Performance Measures
	Business Intake and Registration setup	 Number of participants engaged in activities Types of activities
4.2.1		Employment outcomes
	Submess make and negistration setup	Reporting systems in place
		Number of business start-upsTypes of businesses in community
4.2.2	Administration traineeships are offered	Recruit a business office traineeship person to assist in the business hub
4.2.3	Ngaachi Nyi'ilama Business Hub opened and is flexible for self-paced learning	 Work experience, Business Administration traineeship are offered Work with RFDS on Digital Health initiative and health and wellbeing issues Work with all service providers to deliver Community Engagement Events After hours and weekend activities in mentoring and tutoring, computer literacy and access Consult with traditional owners on purpose and supporting Prescribed Body Corporates (PBCs) with a "Getting back to Country".
4.2.4	Community-Led and Owned Incorporate Ngaachi Nyi'ilama Business Hub Aboriginal Corporation as a NFP with ORIC or ASIC	 Secure NIAA. Incorporate as n-f-p with ORIC Provide job networking, economic development and workforce training Lockhart River Pama Futures business model Explore Workforce Australia Employment Services and Wugu Nyambil business hub model The business hub is used by PBCs as a power point for business training, mentoring, support, development and project management Culturally appropriate—No feelings of "shame" and no "poison" clan member issues 1 member of each of the five clan groups elected as board members representing the interests of 'Getting back on Country'.
4.2.4	Support Getting back on Country and Working on Country programs and initiatives	 Provide business and workforce skills and training development to be able to develop sustainable business models to live on Country. Camp grounds, tours, homestays, etc.
4.2.5	Support, promote local and regional tourism and innovative initiatives	 Cultural Precinct is holding festivals Support Lockhart River Kawadji-Wimpa Dance Group

Strategic Objective 4.3 - People benefit from the use of modern information & communication technologies

Ref #	Key Initiatives	Performance Measures
4.3.1	Use of modern information and communication technologies	 Number of community members participating in Community Engagement Activities Inbound systems has been upgraded Starlink internet maintained
4.3.2	Basic Computer skills training	 Ngaachi Nyi'ilama has developed a training plan to create a leaner pathway and activities to use a computer Increase confidence and morale through successful participation Deliver training that directly relates to participant's work activities and increase their workplace competence.
4.3.3	Investigate, advocate, lobby influence and represent the interests of Lockhart River focussed business challenges and opportunities	 Increased Council's ability to develop privatisation business models.
4.3.4	Provide Bookkeeping software train- ing (MYOB and Xero)	 Number of ABN holders taking up using Xero or MYOB to run their business on their phone and a desktop or laptop Develop a position for in-house bookkeeping using Xero and/or MYOB

LEADERSHIP and GOVERNANCE

Goal—All inclusive leadership that will provide best service delivery through policy working to unify and progress our community.



Strategic Objective 5.1 – Local leaders have the right skills, knowledge & attitudes

Ref#	Key Initiatives	Performance Measures
	Professional and Councillor train- ing	 Councillor training is delivered and attended Professional development plans are in place Number of Council meetings
	Continuous improvement program for all leadership	Award Community Youth Leadership
	Cultural awareness training is provided to all external staff of council	Deliver cultural awareness training

Strategic Objective 5.2 – Governance structures that ensure good decision making are in place

Ref#	Key Initiatives		Performance Measures
	Councillors receive financial management training to support their role	•	Council to participate in training programs
	Council strategically target invest- ments where delivery is possible 'in house'		Value add to the Ngaachi Nyi'ilama Business Hub to make it a 'One Stop Shop' for local Business, training and Employment Services provider

Strategic Objective 5.3 - Government activities and investments are well informed & coordinated

Ref#	Key Initiatives	Performance Measures	
5.3.1	Revitalise Justice Group	 Activity levels of Justice Group All communication methods are well understood and working 	
5.3.2	Revitalise P&C	Activity levels of P&C	
5.3.3	Revitalise Health Action Group	Activity levels of Health Action Group etc.	

Strategic Objective 5.4 - Council has sound financial management practices

Ref#	Key Initiatives		Performance Measures
5.4.1	Council trades at a surplus in its program delivery	•	Strong Balance Sheet Investment targets are met Qld Audit requirements are met in relation to internal controls and financial reporting Quarterly reporting on financial and operational activities Council's long term financial plan is linked to Council's Corporate and Operational plans
5.4.2	Council strategically target investments where delivery is possible 'in-house'	•	Council support local business community with 'in house' support through the business hub
5.4.3	Council website is well up-to- date	•	Compliant with Local government compliance checklist for website publication, planning, financial management and accountability –statutory requirements

Strategic Objective 5.5 – The local community is well informed about key issues

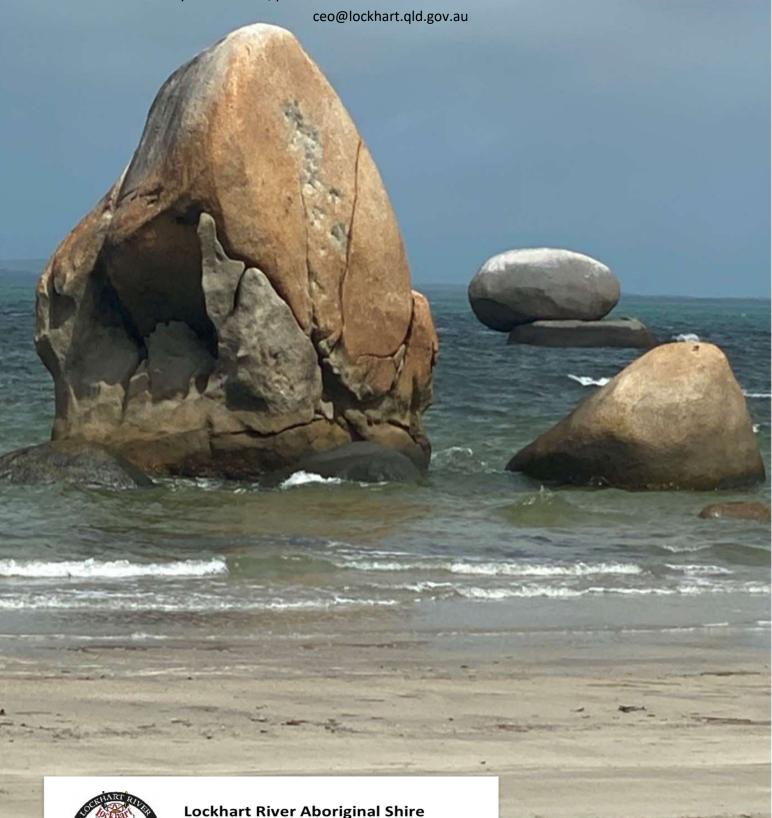
Ref#	Key Initiatives	Performance Measures
5.5.1	Quarterly WAANTA newsletter	 Number of publications per year Number of public meeting and forums Feedback on newsletter
5.5.2	Daily radio	 Training in radio All communication methods are working and well understood
5.5.3	Social Media and Website	Number of posts per week, month, year
5.5.4	Develop a Community Engage- ment Events Calendar	 Work with council departments and local and external service providers to develop collaborative events Number of Community Engagement Events with Social Club, Ngaachi Nyi'ilama Business Hub, Royal Flying Doctors, School, Police and Clinic

Strategic Objective 5.6 - An effective system for disaster management is in place

Ref #	Key Initiatives		Performance Measures
5.6.1	Disaster Management practices are regularly undertaken	•	SES and Rural Fires are active, well-resourced and vibrant Number of exercises completed Staff are adequately trained in risk assessment by appointed personnel Number of emergencies and incidents are recorded
5.6.2	Equipment is regularly audited and maintained	•	Regular compliant check are carried out
5.6.3	Review Business Continuity Plan	•	Annually reviewed
5.6.4	Risk Management Awareness Strategy	•	Consult and collaborate with each department around risk awareness ongoing to update and maintain the risk register Appoint a Risk Management assessor Risk Management Assessment to be reviewed by each department Review and update of risk management register Maintain up-to-date Risk Management policies and procedures

Contact Us & Feedback

If you would like any further information about Lockhart River Aboriginal Shire Council's Corporate Plan 2023 –2028, or wish to offer your feedback, please contact the Chief Executive Officer on 07 4060 7144 or email:





Lockhart River Aboriginal Shire Council

Phone: 07 4060 7144

Website: www.lockhart.qld.gov.au

ABN 55 631 460 952

© Lockhart River Aboriginal Shire Council, 2023