

KOWANYAMA ABORIGINAL SHIRE COUNCIL
2015-2016 OPERATIONAL PLAN. [Approved by Resolution 4.15072015]

1. ARTS AND CULTURAL DEVELOPMENT.							
Corporate Plan Objective 2015-2016	2015-2016 Action	Performance Indicators	Milestone\ Target	Status	Funding	Responsibility	Notes
Multipurpose Sport and Recreation Centre							
Council will continue to support arts and cultural activities that benefit the Kowanyama Community	Membership and support for the Sport & Recreation Qld's Sports & Recreation Committee.	1. Regular attendance at quarterly committee meetings	July 2015	Commence 1/7/2013	Sports & Recreation Qld	SRQ; Council + others as per the Dir. Of Comm. Sers.	
	Implement a basketball program to improve knowledge and develop skill levels of participants in the sport of basketball ages 16 and under.	We will quantify measure and record the increase of interest through the amount of participation in the community.	July 2015	Commenced 1/07/2013	Funding to be sought and Fundraising events to be held	Council; School; Sports & Rec Assn.; PCYC; Grants Manager	
	Implement a Track & Field program to improve knowledge gain experience and develop skill levels in various events of track & field.at various age groups.	We will quantify measure and record the increase of interest through the amount of participation in the community	July 2015	Commencing 1/8/2013	Funding to be sought and Fundraising events to be held	Council, PCYC & Grants Manager	
	Implement a new health & wellness program that incorporates preventative healthcare methods to improve overall health of participants.	We will quantify measure and record the increase of interest through the amount of participation in the community. Try and reduce the factors causing chronic disease by emphasizing the practice of healthy lifestyle, exercise and education.	July 2015	Commencing 1/8/2013	Funding to be sought and Fundraising events to be held	Council, PCYC & Grants Manager	
	Continue our successful football program to reenergize our program by showing increased support to our team and build participant morale.	Our main indicator will be the team's win/lose record.	July 2015	Ongoing	Council; School; Sports & Rec Assn.; PCYC; Grants Manager	Council; School; Sports & Rec Assn.; PCYC; Grants Manager	
	Create a cultural and activity hub in Kowanyama that everyone goes through	1. Systems and procedures established for centre staff 2. Programs and activities required by the community started 3. More local staff trained 4. Facility is well maintained, clean and safe 5. Increased revenue from Kiosk and gym membership 6. Staff to be trained in Safe Food Handling so that kitchen can be better utilised	July 2015	Ongoing Updated 25/2/2013	Operating Budget	School	
Women's Shelter and the Mon Karr Children's Centre (under 5's)							
Increase the cultural connections of the traditional Aboriginal Kowanyama Clan Groups to the Mon Karr Playgroup.	Create opportunities for community residents to provide a cultural activity, event or facet at every Playgroup Program each week.	<ul style="list-style-type: none"> • Staff programming for cross cultural activities each month; • Each week a staff member contributes cultural ideas/activity into program plans; • Each month a community member external to staff contributes idea/activity to program plan. 	from July 2015 on	Ongoing	Existing Funding Programs	Women's and Children Services Coordinator	

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Naidoc							
NAIDOC Week Celebrations	Organise, plan and run NAIDOC Week Celebrations	1. Establish a working group. 2. Work in conjunction with as many local organisations as possible including the school.	July 2015 and subsequent years	To be advised	Grant	Committee to be formed by Council's Dir. Of Comm Services	Under the direction of the Council's Dir Comm Services.
2. COMMUNITY DEVELOPMENT AND HUMAN SERVICES - GOVERNANCE.							
Administration							
Council is committed to maintaining and strengthening all facets of governance to ensure accountability and transparency is achieved at all times	Implement Asset Management practices to enable the council to manage and care for its assets in a way which assists in the achievement of its vision and meeting the infrastructure needs of the community whilst achieving best value, sustainable outcomes and complying with legislative requirements	1) Update Asset Management Plans. 2) Evaluate Asset Management Software and recommend a system to Council by September 2015. 3) Develop policies and operating procedures to that work with the selected Asset Management Software.	Sep-15	Commenced	Grant Funding	Asset Accountant	
	Continue to ensure compliance with the Local Government Act and Local Government Regulation 2012	<ul style="list-style-type: none"> • Monthly usage and completion of DLGCRR checklists and guidelines. • Continue updating and reviewing all council policies (especially the statutory reporting policies etc) at least every 12 months in accordance with the Local Government regulation 2012. • Ensure the timely preparation and certification of annual Financial Statements. 	Jul-15	Ongoing	KASC	Finance Manager	
	Improve governance through continued training/ mentoring and awareness programs of elected members.	Attendance at relevant courses and seminars.	Jan-16	Ongoing	KASC, LGAQ, DLGP & DATSIMA	CEO	
	Implement middle manager development program including formal and informal training and discussion.	Line managers and 2ICs participate in line manager reporting, strategic planning, staff recruitment and selection as time and resources allow; Managers have a range of management strategies available to use.	Jan-16		Council funds; source grant funding for formal training	HR; Training Manager	
	Community is informed and participates in strategic decisions where appropriate	community engagement strategy is developed and implemented; community is engaged through a variety of media (notices, meetings, demonstrations, working groups, newsletters, radio)					

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	Promote and support young people to join the workforce	Number of student trainees target is set and achieved; number of school based trainees is set and achieved; number of jobfind positions hosted is set and achieved; percentage of young people recruited to council workforce is increased; percentage of young people retained in workforce is increased	Jun-16		Council funding; apprentice funding		
	Review recruitment processes and investigate staff pooling; attendance strategies; flexible work arrangements	Staff absenteeism is reduced; staff retention is improved; workforce productivity is improved.	Jun-16				
Community Development and Human Services-capacity building	Implement a staff financial literacy program	LG Super visit to site to inform staff about LG Super and their options including salary sacrifice to super; Administration to continue to provide explanations to improve staff understanding of contracts, payslips, deductions, leave entitlements and client understanding of invoices.	31/12/05; 30/6/16		LG Super ; Council funding	Administration manager and payroll	
Council is committed to continued development and promotion of health and well-being activities and program that result in healthy lifestyles within the Kowanyama community	Implement a workplace wellness program that incorporates health checks and physical and social activities to promote wellness at work	Working in conjunction with clinic and MPC: annual health checks are carried out at workplace; exercises, ergonomics training is delivered; social activities and healthy choices for staff are promoted.	Jun-16		Qhealth; council funds; social clubs; fundraising	Administration and MPC managers	
	Establishment of an Internal Audit Committee	* Development of an Internal Audit Committee Charter. * Council resolution to form a committee Appointment of members of the committee	Jul-15	Completed.		CEO & Council	
	Internal Audit Plan	In conjunction with the Audit Committee and Internal Audit Consultants to develop an implement an Internal Audit Program for the year. (The Local Government Act states that the plan must be approved by the Audit Committee)	Jun-16	Ongoing	KASC funds	CEO & Audit Committee	
	Ongoing implementation of Budgetary Controls	Timely adoption of the annual Budget and and reporting of Council's progress of achieving service delivery targets					
	Implement Long-term Strategic Financial Plan	Set a Financial Management Framework that gives indication of : Council's future performance and position The financial sustainability of required service levels The risks in delivering the required service levels The financial implications of certain decisions and scenarios.					
	Implement Enterprise Risk Management	Establish and maintain appropriate systems of internal control and risk management. Ensure the operations of Council are carried out economically, effectively, and efficiently					

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Mon Karr Children's Centre							
1. Develop a long term plan of establishing Kowanyama as a Child Friendly community. 2. Ensure the voices of the most vulnerable and a broad range of people are being heard by Council Management.	Increase the understanding of the critical importance of establishing and addressing the barriers to achieving a community which is safe and supports healthy growth and development for children and young people.	<ul style="list-style-type: none"> Formalise avenues developed to address these and create two-way communication channels; KASC Staff to participate in 50% of children friendly and family friendly and community activities, and executive members to participate in 85%; Develop or utilise local networks/groups to support a Children's Network to advise and promote changes to increase wellbeing; Re-establish whole of community meetings. 	Jun-16	Ongoing	KASC & Government funding	Women's and Children Services Coordinator	
2. COMMUNITY DEVELOPMENT AND HUMAN SERVICES - QUALITY OF LIFE.							
Multi-Purpose Sport & Rec Centre							
Council is committed to ensuring that strategies are developed and expanded so the highest quality of life is provided in Kowanyama	<ul style="list-style-type: none"> Utilise existing Management Plan for the MPS+RC Building. Re-establish contact with Qld Sport + Recreation Officers. 	1. Systems and procedures established for centre staff	July 2015	Ongoing	PCYC	PCYC & MPS&RC Manager	
		2. Programs and activities required by the community started	July 2015	Ongoing	PCYC & KASC	PCYC & MPS&RC Mgr	
		3. More local trained staff - utilise funding from the Commonwealth through I.A.S. via ISARP.	July 2015	Ongoing	PCYC & KASC	PCYC & MPS&RC Mgr	
		4. Facility is well maintained, clean and safe	July 2015	Ongoing	PCYC & KASC	PCYC & MPS&RC Mgr	
		5. Increased revenue from kiosk and gym membership	July 2015	Ongoing	PCYC & KASC	PCYC & MPS&RC Mgr	
	Community Swimming Pool Restoration	1. Engineering survey completed to determine the actual severity of damage	July 2015	Completed	NDRRA funding	CEO & Contracted Engineer	
		2. Costing for restoration determined and approved. Waiting on NDRRA funding to be approved.	July 2015	Completed	NDRRA funding	Contracted Engineer	
		3. Funding for restoration sourced	July 2015	Completed	NDRRA funding	Contracted Engineer	
Women's Shelter and the Mon Karr Children's Centre (under 5's)							
Improve the well-being and quality of life for staff, children, and families.	Staff to participate and be recognised for achievements in self and professional development projects.	<ul style="list-style-type: none"> Staff to attend 50% of organised staff & program development; Playgroup provides monthly recognition and celebrates the achievements of individual and team goals. 	July 2015	Ongoing	Council Funding	Women's and Children Services Coordinator	

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2. COMMUNITY DEVELOPMENT AND HUMAN SERVICES - CAPACITY BUILDING.							
Council is committed to enhancing training and mentoring opportunities that will strengthen and develop the Kowanyama Community	Deploy mentors in the community to work with young people	The following training has been provided:- LLN, use of internet banking, basic computer operation, drivers licence practice exams, level 1 & 2 white card, food handling and RSA	July 2015	Ongoing	CDEP/Council	CDEP/RJCP/Council	
	Develop a succession plan	1 Source a grant to develop a succession plan. 2. Engage a Consulting firm to develop the plan.	Dec 2015	41852	Grants Manager	CEO	
	Numerous Roles - Recruit trainees	Engage with RJCP to recruit and train two payroll trainees to Cert II or Cert III level.	Dec 2015	Start Jan/Feb 2016	RJCP / Council	CDEP/RJCP/Council	
Training	That a training / travel allowance is budgeted for each employee	All staff have the opportunity to participate in training activities.					
2. COMMUNITY DEVELOPMENT AND HUMAN SERVICES - LAW AND JUSTICE.							
Community Patrols							
Council will continue to work with the Community Justice Group and the Queensland Government towards promoting positive changes that will ensure community empowerment and ownership	Continue support for the Kowanyama Community Police through the Queensland Police Service	Funding provided for 2 partime positions.	Jul-15	Ongoing	KASC Operational Budget	Council	
		Vehicle provided by council and running costs budget allocation made.	Jul-15	Ongoing	KASC Operational Budget	Council	
Women's Shelter and the Mon Karr Children's Centre (under 5's)							
Improve the well-being and quality of life for staff, children, and families.	Playgroup staff to identify and plan quality of life activities for community members and families with under 5 year olds.	Staff develop and implement a strategy for engaging with families in the community in need of assistance which can be provided through Playgroup and/or referrals.	Jul-15	Ongoing	KASC Operational Budget	Women's and Children Services Coordinator	
2. COMMUNITY DEVELOPMENT AND HUMAN SERVICES - ALCOHOL MANAGEMENT PLAN.							
Council will continue to work with the Community Justice Group and the Qld Govt towards promoting positive changes that will ensure community empowerment and ownership.	Engage with the local MP and hold community consultations to review the current Alcohol Management Plan	1. Meetings with the local Member of Parliament. 2. Community consultation meeting bi-monthly with the Kowanyama Social Services Steering Committee (KSSSC) incl Qld Health; Educ Qld; + Justice dept. 3. Increase whole of community awareness of the correlation between alcohol mismanagement and domestic violence perpetration.	Dec-15	Ongoing	Council budget	Director for Community Services	

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3. DISASTER MITIGATION							
Council will review its current Disaster Management Plan to ensure the plan reflects the safety needs of the community in the event of natural disasters. Also, to increase awareness and capability of emergency response.	Complete the Airport Emergency Plan.	1. Review Disaster Management Plan with EMQ 2. Adoption of the approved Disaster Management Plan 3. Write a Communications Sub-plan	Dec-15	Ongoing	Grant Funding	Disaster Operations Officer	
	Complete a Disaster Management Plan for airport.	Implementation of the Disaster Management Guardian software program	Dec-15	Ongoing	KASC	Local Disaster Management Group	
	Review the SOPs of the plan with regard to the aircraft accident and resource requirements of all organisations involved in the exercise.	Ensure that life-preserving parameters and resource requirements of all organisations involved in the exercise are adequate.	Dec-15	Ongoing	KASC	Local Disaster Management Group	
	Explore the command, control, coordination and communication procedures between participating organisations responding to the incident and review information management required from Incident Site to Coordination Centre to higher organisations if required (CASA, LDMG, DDMG or SDMG).	Command, control, coordination and communication procedures between participating organisations responding to the incident worked and information management required from Incident Site to Coordination Centre to higher organisations as required (CASA, LDMG, DDMG or SDMG) was adequate.	Dec-15	Ongoing	KASC	Local Disaster Management Group	
	Prepare Business Continuity Plan for council operations	Business Continuity Plan prepared and tested	Dec-15	Ongoing		Finance Manager & Financial Reporting Accountant?	
	Re-visit the previously completed NATURAL DISASTER RISK MANAGEMENT PLAN FOR THE KOWANYAMA COMMUNITY by Jim Monaghan June 2007	Review recommendations	Dec-15	Ongoing	Already Funded and completed	Director for Infrastructure Services and The Lands Office Mgr.	

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4. ECONOMIC DEVELOPMENT							
Council will ensure the efficiency of community based enterprises. These efforts will promote social and economic independence.	Develop Council's Vehicle Workshop	1. Review planning for non-Council vehicles. 2. Liaise with Line Manager to identify capacity and revenue.	Dec-15	Ongoing	Council	Workshop manager	
	Review the Postal/Bank Agency.	Review operation	Dec-15	Ongoing	Council	Dir Corp Sers	
	Improve Bakery Operation	1. Review the reporting of both stock consumption and sales. 2. Impliment the recording of the colleration between cost of sales and sales. 3. Consider just leasing the business.	Dec-15	Ongoing	Council	Finance Accountant	Finance Mgr to review.
	Review Laundromat.	Review the collection of revenue from machines.	Jul-15	Ongoing	Subject to funding	Finance Accountant	
	Council to re-visit the proposal of re-developing the Butcher Shop and Slaughterhouse Operations.	<i>spell out after Council has ratified.</i>	Dec-15	tba	tba	tba	Fin Mgr or Dir Corp Sers.
	Review Batching Plant Operation	1. Review the reporting of both stock consumption and sales. 2. Impliment the recording of the colleration between cost of sales and sales.	Dec-15	tba	Council	Finance Mgr; Building Mgr; Road Gang Foreman.	Fin Mgr or Dir Corp Sers.
	Review Canteen Premises Lease	Review rent collection.	Dec-15	tba	Council	Finance Accountant	Fin Mgr or Dir Corp Sers.
	Review Airport Revenue	Review landing fees, fuel sales, ticket sales, and any other revenue procedures to ensure maximum income is accounted for.	Dec-15	Ongoing	Council	Airport Manager	Fin Mgr or Dir Corp Sers.
	Review all other Council Levies & Charges, including fes associated with Development Projects (The Sustainable Planning Act 2009 legislation)	In conjunction with the Aset Register - ensure all properties are included.	Aug-15	tba	Council	Asset/Business Accountant + Finance Manager	Fin Mgr or Dir Corp Sers.
	Review all residential and Commercial Properties	In conjunction with the Aset Register - ensure all properties are included.	Aug-15	tba	Council	Asset/Business Accountant + Finance Manager	Fin Mgr or Dir Corp Sers.

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	Training Centre Accommodation and construction camp - improve amenity with screening from road and JobFind sheds, shade sails, pathways; repair verandas of dongas; garden plantings. -re-new aircons, fridges and minor equipment as funds allow.	Favourable comments from guests; increased patronage of contractors camp by non contractors; improved safety	Jun-16		Council funds; proposed JobFind project	Training Centre Manager;	
5. ENVIRONMENTAL MANAGEMENT							
Land Management	Strengthen and continue Aboriginal association, both physically and spiritually with land and sea country	1. Progress fund raising campaign amongst the private and public sector for the development of the proposed Kowanyama Culture & Research Centre (KCRC) 2. Establish transitional management arrangements between the KASC and the KLNRM. 3. Maintain and enhance Cultural Heritage Program that values and promotes the maintenance and transmission of traditional knowledge to future generations 4. Maintain and streamline Kowanyama Land Information System (KLIS) and The Kowanyama Collections database through the installation and use of MOSAIC the museum software program 5. Recruit Cultural Heritage Officer and initiate and develop the necessary Training and Development Program	Dec-15	Ongoing Updated 25/2/2013	Public and private sector grant givers	Community based, coordinated by KLNRM Manager with Traditional Owners and relevant KLNRM staff.	Sourcing grants to include awareness for Grants Officer (not applying, just keeping Grants Manager informed to maintain transparency and reporting.
Land Management	Continue with the Carbon Farming Project	review	Jul-15	Ongoing		KLNRM Manager and relevant staff	

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Land Office	Contribute to community development and action succession planning by progressing the functional capacity of KLNRM staff and constituents.	1. Continue the development of a Staff Training and Development Program that includes the relevant courses, on-job training, conferences, workshops and travel opportunities 2. Secure appropriate 'authorised officer' compliance training for KLNRM rangers under relevant resource management legislation (such as the Fisheries Act and Nature Conservation Act) through partnerships with relevant State and Federal agencies. 3. Engage community members including school students through mentoring and work experience programs for strategic skills transfer by KALNRM staff. 4. Maintain functional alignments with NT PBC <i>Abm Elgoring Ambung</i> . Working arrangements for land management optimised between the PBC and KLNRM.	Dec-15	Ongoing	Public and private sector grant givers	KLNRM Manager and relevant staff	
Council will develop and implement an Environmental Management Plan to ensure the current environment is maintained for future generations of Kowanyama people.	Care for country in these modern and changing times for the benefit of future generations	1. Completed Parks Management Plan, Cattle cleared out of national parks and completed 18km Fence boundary with Koolatah Station 2. Completed mapping of wetlands and a wetlands biodiversity program 3. Continued regulated fishing and camping, regular river patrols and engage regionally in fisheries management 4. Reviewed and updated pets and weeds plan 5. Established fire management plans and updated information on carbon credit 6. An operating dog pound and change over of animal health responsibility to environmental health 7. Recruiting for Environmental Health Officer 8. ILUA with ABN Elgoring Ambung for Council activities on Aboriginal Trust Lands 9. ILUA with ABN Elgoring Ambung for Council activities on Kowanyama township area.	Jul-15	Ongoing Updated 25/2/2013	Operational Budget/Grant Funding	KLNRM Manager	KLNRM Manager

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Environmental Health	1. Raise health standards in the community to ensure regulatory compliance. 2. To mitigate public risk and improve the health of the community. 3. Create/maintain and improve environment for the community. 4. Ensure food safety. 5. Keep accurate records of inspections. 6. Waste Management. 7. Sewerage. 8. Hygiene.	Impliment and review annual work plan; 6 x monthly performance reports; submit quarterly financial reports as per service agreement. Daily/spot check inspections; meetings with Governing Agencies in compeny with Council's DCS and/or CEO. Community education regarding environment health issues. Raise food safety awareness + follow up on food safety issues. Minimise risk of food borne illness by inspecting food outlets. Monitor litter issues + monitor landfill at tip. Monitor areas of potential risk relating to sewage. Development of appropriate resources and information for distribution to visitors and community members.	2015/2016	Ongoing	Funded	Environmental Health Worker;	
	9. Water/Sanitation. Ensure safe drinking water is available to the community.	Daily water sampling/ weekly E-coli sampling. Comply with regulations and drinking water management plan.	2015/2016	Ongoing	Funded	Environmental Health Worker;	
	10. Disaster management. 11. Continual up-skilling of Council employees.	Participate in meetings and plans of action in the event of a disaster. Training workshops locally and possibly in the region. Explore opportunites of workshops conducted by Cairns Reg. Council.	2015/2016	Ongoing	Yet to be funded	Environmental Health Worker;	
Animal Health	Maintain and raise environmental health standards in Kowanyama to ensure regulatory compliance	1. Animal Welfare facility (the pound) fully oparational including all-weather sealed access road, ongoing animal health supplies, and facility maintained. 2. Animal Health Officer (A.H.O.) role transitioned to the Animal Welfare Facility. 3. AHO assistant position advertised and recruited, with interim KLNRM Ranger assistance. 4. AHO maintains productive working relationships with partner agencies such as Queensland Health. 5. Develop strategic relationships with peak bodies such as RSPCA and animal welfare groups such as Wilvo's. 6. AHO training and development program maintained, particularly current certificates (eg - firearms licence and administering chemicals etc for animal treatment). 7. Explore enhanced animal welfare programs where practical - eg community education, volunteering and value adding. 8. Provide 'fee for service' animal welfare services to other agencies and communities.	Dec-15	Ongoing	Operational Budget/Grant Funding	ESM	

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6. HOUSING POLICY							
Continue working in partnership with the government to ensure housing construction meets community needs	Deliver effective and efficient housing services to the community	Regular meetings with ATSI Program Office and BUILDING ASSET SERVICES (BAS) continued.	Dec-15	Ongoing	Grant Funding	Building Manager and Council	
	Review, update or implement Community and Staff Housing Policies to ensure they meet all legislative requirements.	Community Housing Policy reviewed and implemented.	Dec-15	Ongoing	KASC Operational Budget	Building Manager and Council	
		Plan to build 22 new masonry block houses this financial year to meet current housing needs.	Dec-13	Commenced?	State funded	FKG & RBS	
		3 houses are being built by Kowanyama Building Management Crew. \$1.3 million funding.	Jun-15	Completed as of June 2015	State funded	Building Manager and Council	
		7 Houses by BRYANT CONSTRUCTION IN NEW Pindi St sub-division. These are all <i>Community Housing</i> .	Dec 2016?	Due to start approx July 2015	State Funded	CEO and Building Mgr	
Continue working in partnership with the government to ensure housing construction meets community needs	Deliver effective and efficient housing services to the community	Regular meetings with TWIG and B.A.S. continued; Housing committee meets at least 4 times per year; council becomes registered provider; levy collection process is developed, resourced and operational.	Jun-16	Ongoing	Grant Funding; council funds	Building Manager, Council, Finance Division; Housing Officer	
	Review, update or implement Community and Staff Housing Policies to ensure they meet all legislative requirements.	Community Housing Policy reviewed and implemented; Council to consider a new TENANCY AGREEMENT draft for internal Housing Stock controlled by Council	Jun-16	Ongoing	KASC Operational Budget	Building Manager, Council, Housing committee	
		Good tenant' policy is reviewed and implemented if agreed	Jun-16		KASC Operational Budget	Housing committee	
		staff housing policy is reviewed and if agreed a staff housing committee is formed.	Jun-16		KASC Operational Budget	Building Manager, Council, Housing committee	

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7. INFRASTRUCTURE DEVELOPMENT, MAINTENANCE AND REPLACEMENT							
Essential Services							
Council will continue to work with government agencies to develop and maintain infrastructure and essential services to improve living conditions in the community	Be a leader in the Cape York Region in providing safe water and effective sewerage removal services for the community that comply with all required standards and regulations	Water Bore 3 has been suspended due to issues with discolouration of water. Council is still looking to try and restart this project at some stage	on going	Ongoing	Requires Grant Funding	Engineer + ESO + CEO	
		Continuation of Pindi Street sub-division sewage - pipework/ manholes built. Water pipes still to be dug in (April 2015)	2015	Ongoing	Funded	Engineer; CEO; ESM; BM.	
		Continuation of up-grades at sewerage ponds include: upgrades to irrigation system; new switchboard; irrigation pump and flow; upgrade to SCADA control to sprinklers (April 2015)	2015	Partially completed	Funded	ESM + Engineer.	
		De-sludge 2nd primary sewerage pond.	2015	Ongoing	Funding from Royalties for the Regions	ESM ; Engineer.	
		New switchboard and larger pumps at sewerage pump station 2 (SP2).	2015	Completed	Funded	ESM; Engineer	
		New Switchboard at pump station one and new generator at Sewage Pump Station 1, and PS 2.	2015/2016	Ongoing	Funded	ESM + Engineer.	
		Remedial work at ponds to rectify barriers falling in around ponds.	2015/2016	Ongoing	No allocated funding yet	ESM; Engineer	
		SCADA control to fill dam near football fields and a new 100MM PVC line from existing pump to a hydrant beside football field so football field can be irrigated by treated water onto football fields via travelling irrigator, to avoid using town water.	2015/2016	Ongoing	Funding not allocated yet	ESM; Engineer	
		Install more sewerage aerators to the secondary ponds, using solar or lighter aerators.	2015/2016	Ongoing	Funding not allocated yet	ESM; Engineer	
		Continue marking all hydrants around the community.	2015/2016	Ongoing	Council funds	ESM; Engineer	
		Staff Training: Legal compliance + forward employment options.	2015/2016	Ongoing	Council funds	ESM; Engineer	
		Consider replacing Council's Rubbish Truck	2015/2016	Ongoing	Not allocated yet	ESM; Engineer	
		Comply with the increasing legislative requirements relating to Essential Services.	2015/2016	Ongoing	Council funds	ESM; Engineer	

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		Cooperate with other Council Departments as time allows.	2015/2016	Ongoing	Council funds	ESM; Engineer	
		Continue to improve tip amenities as funding and other priorities allow.	2015/2016	Ongoing	Council funds	ESM; Engineer	
Upgrade refuelling facility at Purchase Store	Supply and install new bowser/Smartfill setup	Supply and install new bowser/Smartfill setup	Jun-16	Ongoing - \$17K budget being considered.	Council funds	Purchasing Mgr	
Airport							
	Review traditional aviation revenue streams	<ul style="list-style-type: none"> • Head Tax • Raised AVGAS & JET A1 retail prices • Review Landing Fees 	Sep-13	Commencing 01/07/2013	Council funded	Airport Manager	Could be covered by NDRRA funds.
	Review parking/traffic	Evaluate traffic movement/ customer car parking layout. Coordinate NDRRA program manager to deliver capital costs.	Dec-15	Yet to commence	In Kind	Airport Manager	KASC to oversee project
	Build new Airport Terminal.	Complete scope of work document describing the complete scope, then lobby for the cost of a Feasibility Study.	Dec-15	Airport Mgr and Grants Officer started already.	Include design; construction estimates; procurement.	Airport Manager	Study to include concepts, plans & estimates.
	CASA/ Airport Operation Compliance	Staff training - <ul style="list-style-type: none"> • Training and compliance • ASIC. • Deliver self-service refuelling facilities - compliant equipment. • Foster partnerships. • Aviation Radio Operators Certificate 	Dec-16	Yet to commence	KASC	Airport Manager	
Road Works							
Road Works - Dunbar Project	Continue consultation and collaboration with the Queensland Government, and the Carpentaria Shire Council to gain long term maintenance contract of the Kowanyama access roads. (Burke Development Road - Dunbar intersection to DOGIT boundary and Oriners Road).	<ol style="list-style-type: none"> 1. Foster partnership with Carpentaria Shire Council. 2. Negotiate and deliver Alliance type contracts. 	Dec-15	Ongoing	Carpentaria Shire Council (NDRRA funding to CSC) Future capital works : TIDS & NDRRA	Director R4R; R2R; Kasc - TIDS	KASC CSC TMR
Chapman Road car parking R2R - provide public car parking. Purchase store/workshop retail store.	Continuity of works program	Continual upskill and operator experiences	Dec-15	Ongoing	R2R	Director	

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Corporate Plan Objective 2015-2016	2015-2016 Action	Performance Indicators	Milestone\ Target	Status	Funding	Responsibility	Notes
Item 1 - Road Works - Topsy Road - - NDRRA 12.14 restoration works currently approx. \$775K Item 2 - Develop Topsy Ck upgrade & barge landing access (TIDS)	Item 1 - Deliver 12.14 submission reconstruction phase TIDS Item 2 - Coordinate with TMR vslue for money and viability barge landing & associated up grade works	Item 1 - Completion of restoration work & acquittal of expenditure Item 2 - Deliver detail design - Jun 15. Forward plan with TMR to develop SOW start date Jun 30. Schedule stake holder meeting 30 Aug	1/06/2016 15/12/2016	On going Ongoing	NDRRA TIDS	Director PM	
Road Works - Shelfo Road 1 NDRRA 13:14 2. R2R - Carr Crossing upgrade	Continue to utilise T.I.D.S. funding for the Shelfo Road upgrade, if needed. This project scheduled under R2R (fed funding) - Car Crossing Upgrade \$350K	Works to be completed under budget and on time	Jun-15	In progress	Roads to Recovery Funding	Director Infrastructure	
Road Works - Landing Road 1. NDRRA 13:14 2. R2R Intersection & upgrade Road works - South Mitchell	Utilise R2R funding for the Landing Road/Intersection upgrade.	Works to be completed under budget and on time - estimated cost \$150K.	Jun-15	In progress	TIDS	Director Infrastructure	
Solar Street Lighting	Conduct feasibility study	Reduce KASC electricity bill and over the years it will pay for itself	Jun-16	not started as of May 2015	Need to source funding	Director and Grants Officer	
Council Office Car Park	Develop SOW to complete secured parking area.	Select fill / scour protection / drainage / bitumen seal / install security fence.	Jun-16	Yet to commence	Need to source funding	Works Manager and Contracted Engineer	
Training Certificate III - Civil Construction	To commence training prior to December 2013	Upgrade skills of local Road Gang. \$1000/participant fully refundable upon completion.	Jun-16	Ongoing	In Kind	Director	
Training Certificate II, III, IV - Civil Construction 1. Plant Operator 2. Construction Management	Develop / Re-establish resource base & coordinate with training provider.	Engage / enrole of employee with RTO Update training matrix & maintenance of participants work history / compliance	Jun-16	Ongoing	Education Qld Grant (\$1000/participan t fully refundable upon completion)	Director HR Manager Training Provider	
Plant: 2 x Loaders Grader Backhoe Roller Tandem Body truck Tandem Water truck	Confirm acquisition to usage Determine value for money Acquisition purchase versus Long Term Leasing / HP Establish Asset Maintenance Schedules	Economic benefits to deliver internal (self performing) infrastructure projects so minimizing external dependency	Dec-16	On going	QLD Treasury	CEO Director	
Foot path	Commence building footpaths around town in February 2014	Investigate status of project 1. SOW 2. Delivery 3. Financial	Jun-16	Yet to commence	Need to source funding/RJCP	Works Manager, Contracted Engineer and Grants Manager	

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Improve Security of Works Compound	Improve Security of Workshop + Compound	1. Design automatic door at double gate entry of compound. 2. Fabricate as per design specifications. 3. Install gate 4. Investigate improvements to CCTV monitoring standards.	Jun-16	Yet to commence	Funding to be sourced	Works Manager, Contracted Engineer and Grants Manager	
Construct Library at Council Office	Construct Library at Council office between August and November 2013	Building manager to develop plans and construction timetable.	Jun-16	Yet to commence	Funding to be sourced	CEO & Building Manager	
Guest Accomodation	To consider options available to Council to improve Guest accomodation in Kowanyama.	Building Manager to evaluate the alternatives such as self-contained units or Flat Pack construction and to development construction timetables. Grants manager to seek grant funding for same.	Jun-16	Yet to commence	Funding to be sourced	CEO /Building Manager / Grants Manager	
Pedestrian & vehicular access to Council Offices	Entry to delineate pedestrian / vehicular traffic Construct covered walkway to Council office Implement drainage study / construct	Building manager consulting with Project Manager from RBS to develop plans and construction timetable.	Jun-16	Yet to commence	Funding to be sourced	CEO & Building Manager	
Women's Shelter and the Mon Karr Children's Centre (under 5's)							
Work toward a dedicated venue for the activities of the existing Mon Karr Children's Centre. The existing venue occupies the space within the MPS+RC originally designed to be used as the Youth Centre.	Complete a Feasibility Study based on updated data reflecting the real needs of the population.	Work on completing the database and scope of work required for the Feasibility Study. Approx cost \$55,000 yet to be sourced.	Dec-15	Ongoing	Funding to be sourced	Women's and Children Services Coordinator + Grants Officer.	
8. POPULATION CHANGE AND DEVELOPMENT							
Through ongoing research and review, the Council will develop strategies, in consultation with Government agencies, to ensure housing, infrastructure and essential services meet the increasing demands and changes of our population.	Complete and adopt the Kowanyama Community Plan	Completed review, community consultation and adoption of the Kowanyama Community Plan	Jun-14	Completed	Grant Funding	Council	

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Women's Shelter and the Mon Karr Children's Centre (under 5's)							
To increase understanding of the impacts of population change and other environmental factors impacting the needs of families in the community, including family violence.	Conduct a full community consultation to analyse the need.	Complete the database.	Dec-15	Ongoing	Existing Council Funding	Women's and Children Services Coordinator	
	Staff and broader community to know of and utilise Council Feedback and Complaints Process.	Make all aware of the KASC Complaints Policy.	Dec-15	Ongoing	Existing Council Funding	Women's and Children Services Coordinator.	
9. HEALTH							
Council is committed to the continued development and promotion of health and well-being activities and programs that result in healthy lifestyles within the Kowanyama community							
Kowanyama Aged Care							
	Run programs that are required by the community in sufficient numbers to justify a Home & Community Care facility	Operational nurses (distress) alarm system	Jul-15	Completed March 2015		Building Manager	
		Timely completion and compliance with grants and other reporting requirements	Quarterly	Ongoing		HACC Coordinator	
		Complete employee in Certificate IV Home & Community Care studies - Train local staff up.	July 2016 - ongoing	Ongoing	HACC Funding	HACC Coordinator	
		Workforce to be restructured to permanent part-time positions with a maximum of 10 positions in place - Staffing levels to be according to service delivery schedule; establish home domestic program in line with cultural tradition.	Jul-16	Under review	Community Care Jobs Creation Package; Remote Jobs CD Grants;	HACC Coordinator	

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		Create new programs in collaboration with other departments to increase the participation of the elder community in Kowanyama events. Local school children with teachers meet with HACC Clients to show and teach traditional practices (making baskets etc). The Rangers and Men's Group members take male clients out camping with younger boys also to teach traditional values.	Jul-16	Ongoing - local school involved, "keep the tradition alive".	our own revenue: grant funding	HACC Coordinator	
		Engage a consultant to assist in the assessment of viability and planning for a new high care aged and disabled facility, also incorporating renal care service needs. Kowanyama Aged care & Special Needs Analysis completed; TAFE information obtained to train local staff up to Diploma of Nursing Level; Staff to be trained selected; long-term analysis regarding ageing population in Kowanyama completed using censuses Report 2011; Investigation into scholarship/sponsorship commenced.	Jan-15	Investigation ongoing.	our own revenue: grant funding	HACC Coordinator	
		Continue training existing staff and mentoring them toward the successful completion of Certificate III Home & Community Care: Certificate II Food Safety and Commercial Kitchen Operations	Ongoing	Continuing	TAFE: Qld Health: Apunipima Corp.	HACC Coordinator	
	Continue supporting the Training Centre	Participate in increasing the number of training opportunities offered locally and make use of the Kowanyama Training Centre. Establish regular training schedule in conjunction with Queensland TAFE.	Jun-16	Ongoing	Grant Funding	HACC Coordinator	
	Run programs that are required by the community in sufficient numbers to justify a Day Care and Playgroup Centre	Increase the participation of positive events to increase sense of community, cultural and family belonging. Increase interagency collaboration through/with sustainable processes for better outcomes for families.	Increase the parent/child participation to 50 families a week.	July 2016 - ongoing	Commence July 2015 and maintain	ICC - Intensive Support Playgroup	Womens & Childrens Services Manager
Complete plans for a new fully accredited and licensed Childrens Day Care Centre	1. Identify site for Day Care Centre 2. Investigate plans for the construction of the centre 3. Investigate accreditation requirements	1. Site identified 2. Engage suitable consultants for design and construction of centre 3. Consult relevant regulatory authorities		Dec-15	Yet to commence	PMC - Intensive Support Playgroup. Qld Department of Communities Qld	Womens & Childrens Services Manager, Grants Manager & Building Manager

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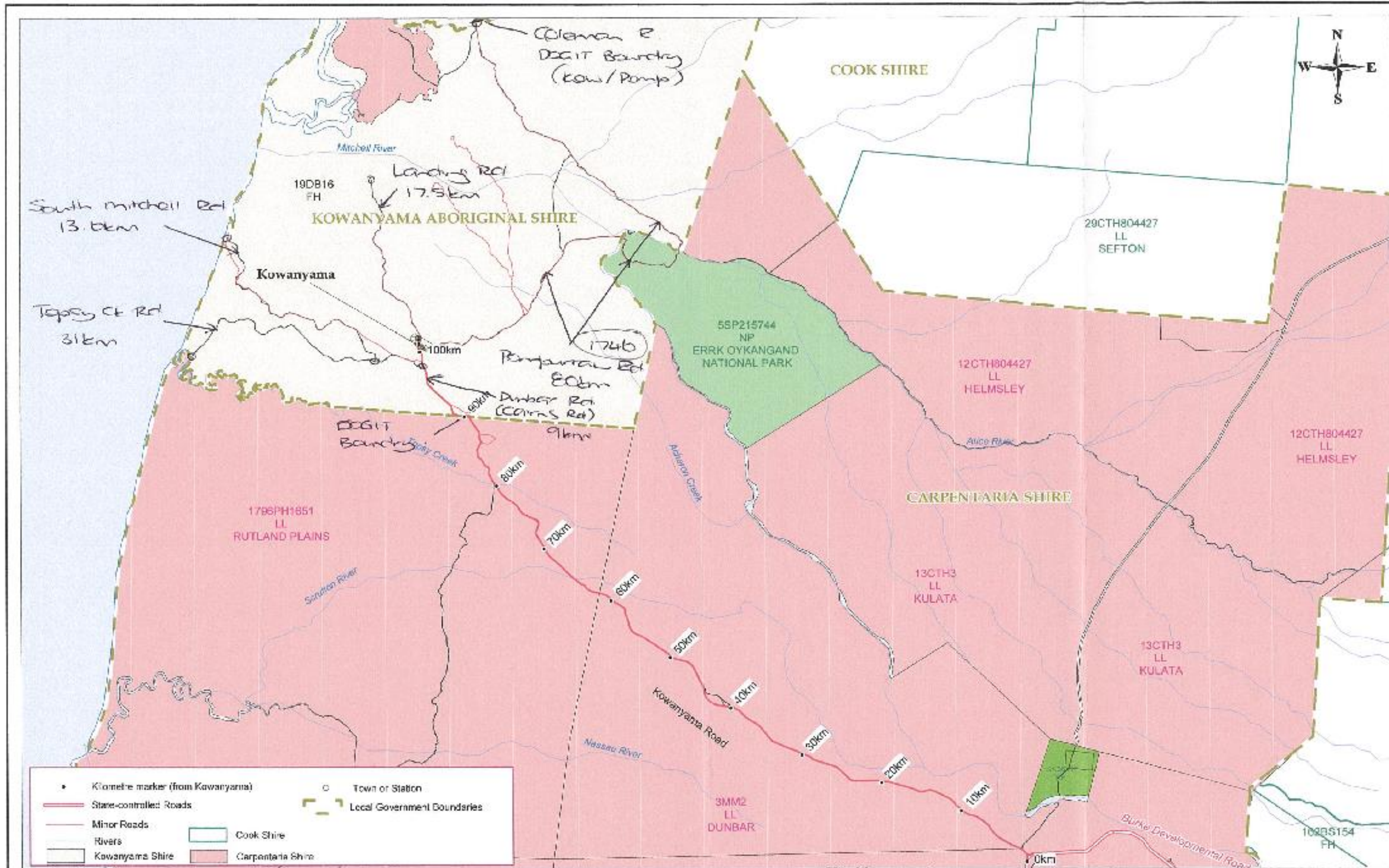
Corporate Plan Objective 2015-2016	2015-2016 Action	Performance Indicators	Milestone\ Target	Status	Funding	Responsibility	Notes
Expand and support programs for children	Promote road safety awareness for children under five years of age	Engage local law enforcement agent to explain the need for child safety to parents and children and raise awareness about the importance of teaching children to be safe in the vicinity of roads	Dec-15	Not yet commenced	ICC - Intensive Support Playgroup	Womens & Childrens Services Manager	
Expand and support programs promoting childrens literacy at an early age	Implement a regular program within the playgroup to increase/develop reading and writing skills of the children	Begin at the start of Term 3 (July 15) and continue through every school term	Jul-15	Not yet commenced	ICC - Intensive Support Playgroup	Womens & Childrens Services Manager	
Expand programs supporting childrens nutrition	Healthy nutrition program for children	Engage the assistance of Qld Health Nutritionist to run a practical program to educate young Mums on the importance of healthy eating at breakfast time and including making school lunches	Dec-15	Under development	Apunipima Health Council/Qld Health	Womens & Childrens Services Manager	
Expand and support programs for women escaping violence	Implement a program of regular education and confidence building for women accessing relief from domestic violence through the womens support group	<ul style="list-style-type: none"> • Run womens support group fortnightly. Encourage women to access the Shelter for advice on domestic violence. • To establish how traditional Aboriginal Kowanyama practices have, are and can continue to be utilised to support women affected by domestic violence. 	Dec-15	Began May 2013 and continuing to be developed	Funding to be sourced	Womens & Childrens Services Manager & Qld Police Officer	
Promote the positive aspects of womanhood and leadership in the community which includes the improvement of womens literacy skills & self confidence	<ol style="list-style-type: none"> 1. Run a Positive Parenting program to include Positive Lifestyle Choices for pregnant Mother's awareness to the effects of alcohol on their unborn child e.g. through the affects of Foetal Alcohol Syndrome 2. Undertake storytelling and audio visual recording of culture 3. Implement a positive women buddy initiative so that respected community members can work together to support and mentor other women and develop leadership. 4. Implement exchange program for Womens Shelter staff to increase professional development 	<ol style="list-style-type: none"> 1. Run short term program from August 2013 and also engage the knowledge and expertise of Qld Health ATODS worker 2. In conjunction with ABM Corporation; Home and Community Care 3. Continued development and support of Kowanyama Womens Group; plan program through Womens Group meeting and run activities under program 4. Collaborative program with Whitsundays TAFE and Whitsundays Womens Services commenced 	Dec-15	Under development	RJCP, Gambling Community Benefit Fund - to be acquired. Dept Communities	Womens & Childrens Services Manager	

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Budgeting Education & Practice	A regular budgeting education program will be developed	Increased knowledge of money management amongst women	Dec-15	Yet to commence	Gambling Community Benefit Fund - to be acquired. RJCP.	Womens & Childrens Services Manager & RJCP	
10. EDUCATION AND TRAINING							
All Council Departments							
Continue working with Education Queensland to ensure the learning needs of the community are met.	Continue supporting the Training Centre	1. Increase in the number of training opportunities offered 2. Implement computer training at the Training Centre	Dec-15	Ongoing	Grant Funding	Training Centre Manager	
Ensure Quality Training Opportunities are available to all residents of Kowanyama Community for career advancement and/or personal development.	Implement online computer training	Online computer training modules that can be implemented at our Training Centre's Computer Room	Dec-15	Ongoing	Various funding	KASC and Grants Manager	
	Implement Work Experience Program	Work Experience Program implemented for Kowanyama school students (Year 8-10) commencing July 2015	Dec-15	Ongoing	School and KASC Departments	KASC, Grants Manager and School	
	Library services are available	Library in a box is operational in the training centre in the interim; Library facility is designed and built and operational.	Dec-15	Ongoing	SLQ funds a box grant. Grants to be sought for capital.	Training Centre Manager	
	Workforce has access to relevant work related training	Training matrix is maintained; training plans developed as part of performance reviews and added to matrix; appropriate training sourced based on identified training needs; collaborative training opportunities are used where possible	Jun-16		LGAQ; Council funds; grant funds; JobFind; funding sourced	HR; training manager; line managers	
	Workforce has access to general development training	Training interests are identified; training is sourced and delivered including financial literacy; computer and digital literacy training	Jun-16		SLQ; grants sourced	training manager; grants	
Women's Shelter and the Mon Karr Children's Centre (under 5's)							
	To enable Staff to engage fully in training and professional development which meets their needs to support them in providing a high quality Playgroup with less managerial/coordinator presence.	<ul style="list-style-type: none"> Permanent staff to develop weekly program for playgroup activities; 1-2 Staff members contribute to administration duties of the program including reporting; Staff attend 50% of in-house staff development sessions. 	Jun-16	Ongoing	Various Funding	Womens & Childrens Services Manager	
Increase professional development							

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• Kilometre marker (from Kowanyama)	○ Town or Station
— State-controlled Roads	— Local Government Boundaries
— Minor Roads	— Cook Shire
— Rivers	— Carpentaria Shire
— Kowanyama Shire	

Geospatial Services Far North Region	Project Details ROAD : Burke Developmental Road CAZETTAL CHAINAGE(S) : SECTION : BDR to Kowanyama SHIRE : Carpentaria & Kowanyama	SCALE 1:400,000 (A3) 0 8 12 kilometres	Layout showing the approximate chainages along Kowanyama Road	GDA	PLAN NO < 1 of 1 > ISSUE A Queensland Government
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