



Cook Shire
COUNCIL

Corporate Plan 2022–27

Waantharra

Welcome
(Guugu Yimithirr)

Cook Shire Council acknowledges the Traditional Owners of country throughout the Shire and recognises their continuing connection to lands, water and community. We pay our respects to the many Aboriginal and Torres Strait Islander peoples across our vast Shire and to elders and leaders past, present and emerging.

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Welcome from the Mayor



I am pleased to introduce Council's Corporate Plan 2022 – 2027. The next five years will be pivotal to building our future as a Shire and ensuring that outcomes are realised through commitment, dedication and hard work.

Council's Corporate Plan is the document that will help to deliver the shared vision which reflects the communities' collective aspirations.

A result of consultation and feedback from residents gathered during the development of the 2031 Community Plan, the Corporate Plan is Council's Plan to create connected communities, an enviable lifestyle and attract investment to stimulate the economy.

It is very much a community-focused plan built on a foundation of collaboration and partnerships with the community, government and the private sector, intended to deliver on our residents' and businesses' needs.



Guided by community input, the Corporate Plan is built on the six themes identified in the Community Plan:

- Places for people
- Wellbeing and empowerment
- Accessibility and connectivity
- Economic development
- Environmental responsibility
- Organisational capability

These themes will underpin Council's strategies to deliver the projects and services needed to support the Shire, such as addressing housing needs, building resiliency, encouraging a healthy and active lifestyle, reducing the Shire's carbon footprint by adoption of best practices, and improvement in Council's financial viability.

As a forward-looking document, the Plan seeks to ensure Council is prepared for the future, for example, through targeted investment in technology, which will help Council to adapt to tomorrow's challenges today.

PETER SCOTT

Cook Shire Council Mayor

Who We Are

Cook Shire is the largest shire in Queensland by land area at 106,000 km² and covers roughly 80% of the Cape York Peninsula.

Cook Shire is a vibrant area, from the main township of Cooktown to smaller outlying communities rich in Indigenous history and culture, agriculture, tourism and arts. About half of the Shire's 4,600-strong population live in Cooktown, with the remainder spread between the smaller population centres across the Peninsula and offshore islands. To find out more about the Shire, head to Council's website [home page](#).

To understand the demographic profile of the Shire's various communities, follow the links below to access locality snapshots for these townships:

- [Bloomfield](#)
- [Coen](#)
- [Cooktown](#)
- [Lakeland](#)
- [Laura](#)
- [Lizard Island](#)
- [Portland Roads](#)
- [Rossville](#)

The [Cook Shire Economic Profile](#) provides an up-to-date, comprehensive profile of the Shire's economy, including opportunities for economic development and an understanding of the region's strengths.

Cook Shire is valued for its pristine natural environment and the opportunities this provides for those who live and holiday here. To preserve these natural assets for future generations to enjoy, communities and visitors alike are progressing to a way of living sustainably and caring for the environment.

You can find out more about Council's commitment to environmental sustainability here: [Sustainable Living](#)

[Council's Ten-Year Community Plan 2021 – 2031](#) also helps to understand Cook Shire, its people, economy, and environment, as well as the opportunities and challenges Council faces.



Council's Role

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Council has different roles and responsibilities depending on the particular circumstances.

By clearly understanding its various obligations and roles, Council can stay focused on its core responsibilities, using resources efficiently and effectively, whilst collaborating with others to achieve desired outcomes.

Information Provider/Promoter

Providing information on, or strategically promoting, community services, opportunities, events, people or places

Advocate

Making representations on behalf of the community and seeking support from others who are able to apply influence to an issue, or funding/investments/resources to service a project or program

Facilitator/Initiator

Bringing together or connecting stakeholders to pursue an issue, opportunity or shared interest or service and determine appropriate action

Agent

Providing a service on behalf of, or funded by, others that involves hosting or other approved in-kind use of Council resources

Part Funder

Contributing part resourcing to a service for which others have responsibility

Direct Service Provider

Responsible for and providing full or majority of resources for a service

Regulator

Required by legislation to provide oversight of the health and safety of the community and the environment

Owner/Custodian

Owning or managing infrastructure, facilities, reserves and natural areas. This is a supporting role to "Service Provider" and will often appear together with one of the provider roles.



Organisation Structure

To deliver on Council's roles and responsibilities under the Community and Corporate Plans, the administrative arm of Council has an agile organisation structure, with service to the community a key focus:



Council's Strategic Planning Framework

Council's Corporate Plan provides a roadmap for the next five years to deliver on the communities' aspirations for the Shire as documented in the Ten-Year Community Plan.

The Plan has been structured around six strategic themes and each strategic theme has an associated a long-term goal, as well as objectives, catalytic projects and key initiatives that will help to achieve the communities' desired outcomes over the next five years. These will be prioritised each year during the development of Council's annual operational plan and budget, to enable Council to align the projects and services it delivers to the communities' needs and values.

The Corporate Plan is one of a number of strategic documents that guide the activities of Council to ensure that the communities' aspirations are achieved and, ultimately, the standard of living is improved.

The diagram below shows the interrelationship between the various planning documents which Council uses to ultimately achieve the aspirations of its communities:





Respecting People, Place and Progress



COMMUNITY PLAN THEMES

- 1 Places for People
- 2 Wellbeing and Empowerment
- 3 Accessibility and Connectivity
- 4 Economic Development
- 5 Environmental Responsibility
- 6 Organisational Capability

Places for People

Creation of relaxed, welcoming and liveable places and spaces for all

PLA 1 ADVOCATE WITH THE STATE AND FEDERAL GOVERNMENTS FOR RESOLUTION OF LAND TENURE CONSTRAINTS IMPACTING ON CAPE YORK PENINSULA

- Pla 1a. Regularly discuss the land tenure issues with relevant State Government Departments to identify ways to resolve these issues to enable the Shire to develop as a lifestyle destination
- Pla 1b. Investigate the potential to collaborate with the Torres and Cape Indigenous Council Alliance (TCICA) on resolving land tenure issues within the Cape and Torres region to ensure that the region thrives into the future

PLA 2 ADVOCATE WITH KEY STAKEHOLDERS FOR THE GROWING RESIDENTIAL POPULATION TO BE PROVIDED WITH ACCESS TO DIVERSE, AFFORDABLE AND ACCESSIBLE LIFESTYLE HOUSING OPTIONS

- Pla 2a. Undertake a detailed, independent, data driven housing study across the Shire to identify current and future issues with the supply of housing to inform the development of an advocacy strategy and short, medium and long term solutions
- Pla 2b. Continuously lobby and advocate with key stakeholders, including the State and Federal Governments, and the private sector to encourage the development of diverse, affordable and accessible housing
- Pla 2c. Investigate the potential to provide a range of incentives to stimulate the housing market in the Shire





PLA 3 IMPROVE THE AMENITY, VALUE AND SUSTAINABLE USES OF OUR STREETSCAPES AND PUBLIC OPEN SPACES

- Pla 3a. Consider planning and development controls, design guidelines, traditional ownership, cultural heritage and sustainable development principles when making planning decisions
- Pla 3a. Progressively implement relevant recommendations in the Cooktown and Lakeland Active Transport Plans as funding allows in order to increase the urban footprint across the Shire

PLA 4 ADOPT A PLACE-BASED APPROACH TO DEVELOPMENT IN OUR TOWN CENTRES AND GATHERING PLACES TO INCREASE ACTIVATION, IMPROVE WAYFINDING AND CREATE INVITING AND ATTRACTIVE DESTINATIONS FOR ALL COMMUNITIES

- Pla 4a. Progressively develop Local Area Plans for key population centres to encourage place-based development of these centres to increase their attractiveness as a lifestyle destination as funding allows
- Pla 4a. Provide well-designed and maintained parks and open space networks which celebrate our natural environment, cater for the changing needs of the communities and promote outdoor social and recreational activities

How we will measure our progress

- Success of engagements with State Government Departments around land tenure issues
- The results of engagement with TCICA
- Outcome of measures to stimulate the property market
- Progress with the implementation of recommendations in the Cooktown and Lakeland Active Transport Plans and associated changes in community travel
- Adoption of Local Area Plans for key population centres

Wellbeing and Empowerment

Development of a resilient, healthy and compassionate Shire, united in community pride

WEL 1 SUPPORT COMMUNITIES ACROSS THE SHIRE TO BECOME MORE RESILIENT, SELF-SUFFICIENT AND SUSTAINABLE, WITH A CONTINUED FOCUS ON GENUINE REGIONAL COLLABORATION

- Wel 1a. Develop mutually beneficial partnerships with State and Federal agencies and commercial/private organisations to improve the environments in which we live, work, learn and recreate to improve community health and wellbeing
- Wel 1b. Investigate and realise opportunities for all Cook Shire communities to collaborate with nearby towns to ensure all communities benefit from the investment in major projects in the region

WEL 2 FACILITATE AND ADVOCATE FOR THE PROVISION OF REGIONAL EDUCATION FACILITIES DELIVERING A WIDE RANGE OF TERTIARY AND VOCATIONAL STUDY AND TRAINING OPPORTUNITIES

- Wel 2a. Pursue opportunities to develop a regional education facility to deliver a range of vocational and tertiary courses to enable graduates to study and work in the region





WEL 3 ADVOCATE FOR A FULL-RANGE OF REGIONAL HEALTH SERVICES PROVIDING OUR COMMUNITIES WITH 'WHOLE OF LIFE' CARE

Wel 3a. Advocate for a detailed study to be completed to identify a prioritised list of health care needs in each community in the Shire, which will be used to champion for the provision of enhanced health services

WEL 4 SUPPORT, ACKNOWLEDGE AND CELEBRATE INDIGENOUS CULTURAL HERITAGE AND HISTORY AND FOSTER THE DEVELOPMENT OF PRODUCTIVE PARTNERSHIPS WITH FIRST NATIONS PEOPLES AND GROUPS ACROSS THE SHIRE

Wel 4a. In line with the Uluru Statement from the Heart and in partnership with Traditional Owner Groups, we will investigate ways to support First Nations peoples to empower their communities to become more resilient, self-sufficient and sustainable

Wel 4b. Progress the implementation of the actions in Council's Reconciliation Action Plan to support, acknowledge and celebrate Indigenous culture, develop productive partnerships and empower Indigenous people

WEL 5 IMPROVE COMMUNITY WELLBEING, SAFETY AND NATURAL DISASTER AND EMERGENCY RESILIENCE

Wel 5a. Partner with community and other stakeholders to build community resilience to disasters and emergencies

Wel 5b. Work with regional stakeholders to ensure that communities are prepared for, responds to, and recovers from disasters and emergencies

How we will measure our progress

- Preparation of health and wellbeing outcome reports
- Effectiveness of collaboration between all Cook Shire communities
- Progress with and outcomes from the development of a regional education facility
- Completion of the health care needs study and advocacy outcomes report
- Successful delivery of actions detailed in the Reconciliation Action Plan
- Progress report on First Nations' community empowerment

Accessibility and Connectivity

A growing Shire that supports active, connected and mobile communities

ACC 1: PRESERVE ACCESS TO THE RANGE OF NATURAL AREAS THROUGHOUT OUR REGION AND BALANCE THE CONSERVATION OF NATURAL VALUES WITH OUR LIFESTYLE EXPECTATIONS

- Acc 1a. Increase our engagement with Traditional Owner groups across the Shire to advance our understanding of the connection of Indigenous people to their lands and of traditional land management practices to enhance conservation of natural areas
- Acc 1b. In collaboration with Traditional Owner groups, we will review access arrangements to traditional lands, national parks, beaches, to ensure that conservation is balanced with lifestyle expectations
- Acc 1c. In collaboration with Traditional Owner groups, we will develop and deliver community education programs about the significance of the Shire's many natural areas and the need for thoughtful and respectful visitation and travel

ACC 2: ENCOURAGE THE DEVELOPMENT OF PARTNERSHIPS TO PROMOTE INVESTMENT IN STATE-OF-THE-ART AND EFFICIENT TELECOMMUNICATIONS SERVICES THAT MEET THE GROWING NEEDS OF OUR REGION

- Acc 2a. Continue to foster partnerships with telcos such as NBNCo, Telstra and Optus to encourage investment in improved telecommunication services across the Shire
- Acc 2b. Work with key industry partners to pursue innovative solutions to improve telecommunications across the Shire
- Acc 2c. Collaborate with the State and Federal Government and industry partners to access funding to reduce communication blackspots





ACC 3: ADVOCATE FOR EFFICIENT, EFFECTIVE AND SUSTAINABLE FREIGHT LINKS ACROSS THE SHIRE TO PROVIDE FLEXIBLE AND COST EFFECTIVE SOLUTIONS FOR INDUSTRY

Acc 3a. Through existing networks, we will continue to advocate for all-year-round, all-weather transport and freight solutions

Acc 3b. Advocate for freight subsidies to encourage increased disaster resilience and the economic development of the Shire

Acc 3c. Continue to maintain and improve Council's road and air transport assets, addressing emerging transport requirements and taking advantage of emerging technologies

ACC 4: SUPPORT ACTIVE TRANSPORT TO ENHANCE WALKING AND CYCLING IN COOK SHIRE AND ENSURE OUR PEDESTRIAN AND CYCLIST NETWORKS ARE WELL-DESIGNED, WELL-USED, SAFE AND ACCESSIBLE

Acc 4a. Progressively implement the recommendations in the Cooktown and Lakeland Active Transport Network Plans as funding allows

Acc 4b. Develop and implement Active Transport Network Plans for other identified priority areas within the Shire as funding allows

How we will measure our progress

- Completion of a Traditional Owner Engagement Report
- Responsible access to traditional lands
- Outcomes of community education programs delivered
- Amount of investment in telecommunications upgrades
- Outcome report on telecommunication innovation
- Reduction in the number of telecommunications blackspots
- Improved transport and freight links
- Outcome report into feasibility of freight subsidies
- Amount of investment in Active Transport Network upgrades in Cooktown and Lakeland
- Completion of Active Transport Network Plans

Economic Development

A sustainable, diverse and innovative economy that attracts investment and provides local employment all year round

ECO 1: IMPROVE INVESTOR CONFIDENCE AND FOSTER A "CAN DO" ATTITUDE THAT ENCOURAGES INVESTMENT AND ASSISTS BUSINESSES TO DEVELOP, WITH A FOCUS ON EMERGING INDUSTRIES

- Eco 1a. Refresh the Cook Shire Economic Development Strategy to guide the development of the Shire's economy and encourage investment in evolving industries
- Eco 1b. Introduce a Concierge Service for developers and investors to position the Shire as "easy-to-do business with" and to encourage investment
- Eco 1c. Develop the Accelerate Cook Shire Trade and Investment program to encourage foreign trade and investment in the Shire





ECO 2: ADOPT LAND USE, TRANSPORT AND INFRASTRUCTURE PLANNING METHODOLOGIES WHICH ENCOURAGE AND FACILITATE PUBLIC AND PRIVATE SECTOR INVESTMENT AND DEVELOPMENT

- Eco 2a. Position the Shire to encourage public and private sector investment through strategic land use, transport and infrastructure development planning
- Eco 2b. Streamline access to Council's licences, permits and other regulatory requirements through participation in the Queensland Business Launchpad service to encourage small business development

ECO 3: ADVOCATE FOR A SUSTAINABLE, VIABLE AND ACTIVE WATERFRONT IN COOKTOWN

- Eco 3a. Develop an Advocacy program in partnership with the Cooktown Chamber of Commerce and Tourism to encourage investment in the Cooktown waterfront
- Eco 3b. Explore the feasibility of developing a seafood and agricultural co-operative to enable fresh seafood and other produce to be sold locally

How we will measure our progress

- Economic investment delivered by Economic Development Strategy, Trade and Investment program and strategic land use
- Launch of the Concierge Service
- Growth of the small business sector
- Active participation in the Business Launchpad service
- Development of the waterfront advocacy program
- Completion of a feasibility study into an Agricultural Cooperative

THEME 5 Environmental Responsibility

To be recognised as a leader in environmental management, enhancing and sustainably managing local natural areas and resources

ENV 1 ENCOURAGE INVESTMENT IN ALTERNATIVE ENERGY AND WATER EFFICIENCY INITIATIVES, INCLUDING CONSIDERATION OF EMERGING TECHNOLOGIES

- Env 1a. Investigate the feasibility of providing alternative, renewable energy sources, including solar and wind solutions in key locations across the Shire to reduce the carbon footprint
- Env 1b. Develop a Climate Change Strategy, including a Zero Emission Vehicle Plan, in support of Queensland's drive towards reducing greenhouse gas emissions by 2030
- Env1c. Incorporate the recycling of waste water into Local Area Plans as they are being developed and seek funding to enable the systems to be installed as townships are developed



ENV 2 PROACTIVELY MANAGE INVASIVE PLANTS AND ANIMALS TO PROTECT THE SHIRE'S NATURAL ENVIRONMENT

- Env 2a. Actively participate in a regional coordination group to support a Cape York Peninsula-wide approach to invasive plant and animal management
- Env 2b. Progressively implement the recommendations in Council's Biosecurity Plan 2022-2026
- Env 2c. Encourage the development/promotion of commercial opportunities along Cape York Peninsula roads and National Parks to offset operational costs, such as waste collection and disposal





ENV 3 ENCOURAGE RESIDENTS TO REDUCE, REUSE, RE-PURPOSE, RE-GIFT AND RECYCLE WASTE

Env 3a. Progressively implement recommendations from Council's Waste Reduction and Recycling Plan 2018-2028 to reduce the amount of waste going to landfill

Env 3b. Progress the implementation of the Cooktown Waste Transfer Station development to sustainably manage the disposal of the region's waste

Env 3c. Investigate and identify opportunities to reuse waste locally and implement initiatives where feasible to reduce the amount of waste being produced

Env 3d. Establish the Lakeland Waste Transfer Station as a pilot site for best practice waste management processes in line with the future development of Lakeland

How we will measure our progress

- Reduction in the Shire's carbon footprint and emissions
- Reduction in the amount of waste sent to landfill
- Development of the Cooktown Waste Transfer Station
- Increase in the reuse of waste in the Cooktown region
- Trial of best practice waste management processes in Lakeland



Organisational Capability

A Council characterised by strong leadership, good governance, effective community engagement and excellence in delivery



ORG 1 MANAGE COUNCIL'S ACTIVITIES AND DECISION-MAKING WITH STRATEGIC OVERSIGHT, TRANSPARENCY AND ACCOUNTABILITY

- Org 1a. Sound governance and management practices are reflected in responsible long term financial viability with clear strategic direction built around core local government business and affordable levels of service
- Org 1b. Council activities comply with applicable legislation through well-maintained policies, procedures and information systems that guide and facilitate good decision making
- Org 1c. Work management systems and procedures are reviewed and adjusted to support improved organisational service provision, compliance and efficiency
- Org 1d. Communities are kept adequately informed and are satisfied with the overall leadership and strategic direction undertaken by Council





ORG 2 PLAN AND MANAGE THE SHIRE'S RESOURCES AND ASSETS IN AN EFFICIENT AND SUSTAINABLE MANNER

- Org 2a. Continue to implement effective asset management policies and plans to ensure optimal asset maintenance, functionality and service life
- Org 2b. Ensure Council's critical assets are maintained and managed with consideration given to whole-of-life costs, condition ratings, effective renewal programs and optimal maintenance forecasts
- Org 2c. Council's workforce is managed within a fair and equitable framework to capitalise on flexible workplace efficiency and capability
- Org 2d. Adopt a smart and informed approach to financial business management which is underpinned by a culture of cost management, best value and strategic financial analyses
- Org 2e. Ensure that opportunities for investment in technology for business efficiency and customer support are maximised to reduce operational costs and improve the customer experience

ORG 3 FOCUS ON COLLABORATIVE PROJECTS THAT ADD VALUE TO THE SHIRE'S ECONOMIC, SOCIAL AND ENVIRONMENTAL OUTCOMES

- Org 3a. Develop an organisational Engagement Strategy to capitalise on opportunities to collaborate and partner with community members and groups, governments, investors and philanthropists
- Org 3b. Ensure that opportunities for future residential, commercial and industrial development in all parts of the Shire are optimised

How we will measure our progress

- Improvement in Council's financial sustainability ratios
- Plans are developed to accommodate the potential growth in the Shire
- Quality of decision-making, service delivery and compliance
- New and improved information technology systems are implemented as funding allows
- Effectiveness of the management of Council's assets
- Engagement outcomes report
- Amount of development in the Shire



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