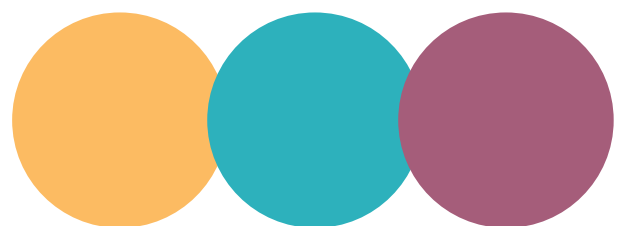




COOK SHIRE COUNCIL
OPERATIONAL PLAN
2019-20



Key Strategic Priority 1

Community



A sense of common purpose, whilst retaining local diversity, with the goals and aspirations of individual communities reflected in localised strategy and planning.

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
COM 1	Develop community specific strategy that reflects the goals and aspirations of individual communities.				
1a	Strategies that reflect the goals and aspirations of individual communities are developed.				
	Completion of an Indigenous Language Project to translate several nursery rhymes into local Indigenous languages	Translation successfully completed.	Economy and Community Lifestyle	1 July 2019 – 30 June 2020	External funding provided by the State Library of Queensland to enable the project to be delivered
	Commissioning and procurement of Indigenous Artwork for use in Council's corporate documents.	A suitable piece of Indigenous Artwork successfully procured.	Indigenous Partnerships	1 July 2019 – 31 December 2019	Funded by Council (\$5,000).
	Fenced designated Dog off leash area adjacent to Adelaide Street	Fenced area is completed and operational.	Planning & Environment	Completion 30 June 2020.	Quotes to be obtained, but by previous research approx. \$35,000 required for fencing, water and signage.
	Archer Point Tenure investigation and resolution - investigate trusteeship options.	Situation investigated,	Land Tenure and Native Title	1 July 2019 – 30 June 2020	Estimated cost of \$15,000.

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
		solutions developed and agreed with community. Submission made to DNRME.			
1b	Establish and prioritise localised requirements, throughout the Shire for community facilities and services that include sports, library, child care and aged care.				
	Undertake a Feasibility Study into the potential to establish libraries in Coen, Lakeland and Laura, and/or a mobile or pop-up library facility	Completion of Feasibility Study and assessment of recommendations.	Economy and Community Lifestyle	1 July 2019 – 31 December 2019	Funding to be provided by State Library of Queensland to undertake Study
	Develop cycling plans for three communities to encourage an active and healthy lifestyle.	Adoption by Council of the cycling plans.	Economy and Community Lifestyle	1 July 2019 – 30 June 2020	External funding to be sought to enable the project to be delivered
	Develop a Master Plan for the Lakeland Sports Field.	Completion of the Master Plan and adoption by Council	Economy and Community Lifestyle	1 July 2019 – 31 December 2020	Funds to be contributed by the Lakeland Progress Association towards the cost of the study.
COM 2	Develop and build on community engagement measures to encourage inclusiveness and partnerships within communities.				
2a	Community engagement measures are developed and implemented.				
COM 3	Encourage the building of strong partnerships with community, private sector and Government so as to build community capacity and develop strategies to encourage and support leadership and self-responsibility in the community.				
3a	Opportunities and partners are identified to advance services and facilities for all Shire communities through increased community capacity, leadership and self-responsibility.				
	Conduct a half-day Volunteer Conference to encourage the development of the volunteers in community and inspire the next generation of volunteers	Delivery of conference with attendance data and feedback captured.	Economy and Community Lifestyle	1 July 2019 – 31 December 2019	External funding to be sought to enable the project to be delivered.
	Event Centre Precinct Masterplan development.	Application for	Economy and Community	30 June 2020.	External funding to be

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
		grant funding lodged.	Lifestyle		sought to enable the project to be delivered.
COM 4	Encourage vibrant and active community participation in arts, culture and natural heritage activities to enrich lifestyles and encourage tourism				
4a	Visitors and locals are attracted to arts, cultural and heritage destinations within the Shire.				
	Arts and Cultural Strategy development and implementation.	A 5 year Arts and Cultural Strategy for Cook Shire is adopted by Council.	Tourism and Events	Arts and Cultural Strategy adopted by Council by 30 November 2019	Subject to external funding.
	Pursue membership of a regional Event Placement Program to encourage community participation in a range of sporting, cultural and heritage events.	Membership of an Event Placement Program.	Economy and Community Lifestyle	1 July 2019 – 30 June 2020	Subject to external funding.
	Complete a community mural at the Cooktown Skate Park.	Completion of the mural. Issue of media release.	Regional Arts	1 July 2019 – 31 December 2019	External funding sought to offset the costs of the project.
	Playground Shade installed in Cooktown.	New playground shade installed.	Parks and Gardens	Construction October 2019 to December 2019.	Funded from W4Q funding.
	Botanic Gardens Development – upgrade of the Cooktown Botanic Gardens in line with recommendations of the Botanic Gardens Master plan.	Completion of works identified in the funding agreement for completion prior to June 2020	Executive Management	July 2019 to June 2020.	Reliant on Federal Government grant funding of \$1.98m
	2020 Project - Boathouse Upgrade	Completion of works identified in the funding agreement for completion prior to June 2020	Executive Management	Completion 30 June 2020.	Reliant on Federal Government grant funding.

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
	2020 Project – Gamaay Dreaming Track	Completion of works identified in the funding agreement for completion prior to June 2020	Executive Management	Completion 30 June 2020.	Reliant on Federal Government grant funding.
	2020 Project – Reconciliation Rocks	Completion of works identified in the funding agreement for completion prior to June 2020	Executive Management	Completion 30 June 2020.	Reliant on Federal Government grant funding.
	Further the commitments in the Memorandum of Agreement between Waymbuurr Warra/ Guugu Yimithirr Clan and the Cook Shire Council.	Provide a commercial space at the William Daku park for Traditional Owners.	Land Tenure and Native Title	31 December 2019	From existing resources.
	Further the commitments in the Memorandum of Agreement between Waymbuurr Warra/ Guugu Yimithirr Clan and the Cook Shire Council.	Complete sealing of Savage Street (Harrigan Street to Mason Street).	Engineering	Delivery in late 2019 dry season.	100% Council funded
	Further the commitments in the Memorandum of Agreement between Waymbuurr Warra/ Guugu Yimithirr Clan and the Cook Shire Council.	Provide a traineeship for a Waymbuurr Traditional Owner.	Human Resources and Business Services.	31 December 2019	From existing resources.
	Further the commitments in the Memorandum of Agreement between Waymbuurr Warra/ Guugu Yimithirr Clan and the Cook Shire Council.	Advocate on behalf of the Waymbuurr Traditional Owners for funding for the repair of homes on the Bunggirru Land Trust Reserve.	Executive Management	Completion 30 June 2020.	From existing resources
COM 5	Encourage agriculture/aquaculture and other primary industry in the Shire to create employment and business opportunities				

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
	Communities in Transition - Clean Growth Choices	Develop two detailed business plans for funding submission. Council promotion of Clean Growth Choices business opportunities at field days/agricultural forums if available.	Economy and Community Lifestyle	1 July 2019 – 30 June 2020	Subject to external funding.
	Advocate on behalf of key issues with respect to primary industry (e.g. agriculture, horticulture and aquaculture) in the Cook Shire region; live cattle export; water management plans; biosecurity and disease management; carbon farming; and, drought resilience.	Report on advocacy that has been completed.	Economy and Community Lifestyle	1 July 2019 – 30 June 2020	Existing resourcing.

Key Strategic Priority 2

Environment



Respect for the unique natural environment of the Cape, its history and the provision of sustainable, safe access for the enjoyment of the Cape's communities and visitors.

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
ENV 1	Maintain a proactive response to public health and safety matters.				
1a	Environmental health standards meet or exceed industry standards.				
1b	The community's exposure to health risk is minimised by undertaking specific intervention based preventative programs including inspections and licensing of food preparation premises and support.				
	Use the Cooktown Cemetery Conservation Management Plan 2019 to actively seek funding for the implementation of priority actions identified in the plan.	Two submissions made for funding for priority actions out of the plan.	Planning & Environment	Completion 30 June 2020.	Subject to external funding.
ENV 2	Disaster management facilities and services manage risk and exposure to the adverse impacts of both natural and man-made disasters.				
	The Shire's communities are safe through disaster management planning and response through interagency coordination, planning and action in an emergency.				
	Deliver a public health education campaign for risks before and after a disaster.	Public education campaign delivered.	Planning & Environment	October 2019 – 31 March 2020	From existing resources.
	Completion of Phases 4 to 6 of the QCoast Coastal Hazard Adaptation Strategy (CHAS).	Successful completion of Phases 3-6.	Planning & Environment	1 July 2019 – 30 June 2020	Funded project by LGAQ.
ENV 3	Appropriate consideration is given to planning and development controls, design guidelines, traditional ownership and sustainable development principles when making planning decisions.				
3a	Planning outcomes demonstrate the quality of development assessment processes by achieving results consistent with Council's strategic direction.				

	Complete a Land Use Study for light industry and low impact type uses along Endeavour Valley Road.	February 2020 Report to Council with study results and recommendation.	Planning & Environment	1 July 2019 – 30 June 2020	From existing resources.
	Complete the review of local laws and develop clear policies and procedures for the implementation of these laws by staff.	Local law review completed and local laws amended by 30 June 2020.	Planning & Environment	1 July 2019 – 31 March 2020.	From existing resources.
3b	Challenges to Council's decision making are few and readily defended.				
ENV 4	Development strategies to ensure a coordinated approach to the management and control of pests, weeds and feral animals and other biosecurity threats.				
4a	Biosecurity Plan goals and objectives/plan priorities are resourced and implemented by investigation of all available options.				
ENV 5	Develop and implement strategies to ensure a coordinated approach and compliancy focus to waste management.				
5a	Waste Management Strategy is reviewed and adopted by Council.				
	Development of a Trade Waste Management Strategy and Policy for Cook Shire Council.	Trade Waste Policy is adopted by Council.	Planning & Environment	July 2019 – June 2020	From existing resources.
5b	Waste Management matters relating to compliance are prioritised and addressed				
ENV 6	Develop cohesive vision and aspirations for the future of the Great Barrier Reef together with awareness, skills, knowledge and capacities.				
6a	Minimise the impacts on the Great Barrier Reef and catchments through conservation and sustainable practices.				
	Develop a business case for the use of renewable energy for five (5) of Council's highest energy use sites.	Business case developed and considered by Council.	Executive Management	Completion 30 June 2020.	From existing resources

Key Strategic Priority 3

Economy



Locality Specific Economic growth, appropriate to each community and the Shire as a whole.

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
ECO 1	Compile an economic growth strategic plan and orient Council's organization to facilitate economic growth.				
1a	A sustainable economic growth strategy is developed and implemented for the Cape.				
1b	Council capitalises on economic development opportunities and leverages off wider regional initiatives				
	Continue implementation of the Cooktown airport masterplan.	Issue expressions of interest for the lease of the Cooktown Airport lease blocks.	Land Tenure and Native Title	31 December 2019	From existing resources.
ECO 2	In partnership with local business, industry groups, economic and regional development organisations and neighbouring local governments, continue to develop strategies to assist, strengthen, develop and promote existing and new businesses and industries.				
2a	Continued economic and business growth is evident in all communities.				
2b	Employment opportunities in the Shire increase, particularly for specific demographics showing higher rates of unemployment.				
2c	Develop 2020 Event as a platform to increase tourist and visitor numbers to the shire.				
	Implement a Grant Program to improve the façades and front areas of businesses in Charlotte Street.	Completion of the program.	Tourism and Events	1 July 2019 – 30 June 2020	External funding to be sought to enable the project to be delivered.

	Conduct a Tourism Signage and Monument Review in Cooktown.	Completion of the Review and implementation of recommendations.	Tourism and Events	1 July 2019 – 30 June 2020	\$20,000 in Council funding.
	2020 Festival preparation, planning and event organisation.	Event planning completed by 30 October 2019.	Tourism and Events	1 July 2019 – 30 June 2020	\$250,000, Council contribution plus external funding as obtained.
2d	Primary industry indicators and employment increase				
	Establishment of a Regional Business Advocacy Group for Cook, Hope Vale and Wujal Wujal Council areas.	Presentation of recommendations to Council	Economy and Community Lifestyle	1 July 2019 – 30 September 2019	May be subject to external funding.
ECO 3	Undertake the management of Council's assets in accordance with sound practice to ensure infrastructure networks are maintained, renew and upgraded to maximize long-term benefit to all.				
3a	Asset management policy and strategy are adopted and implemented by Council.				
	Maintain and improve the Asset Management Plan and its links and effectiveness with the Long Term Financial Forecast	Asset management Plan updated including review of depreciation.	Engineering	2019/20	From existing resources.
	Develop an Asset Management Strategy	Asset Management Strategy presented to Council for adoption.	Engineering	2019/20	From existing resources.
	Prepare a draft Service Level Agreement and present to Council.	Draft Service Level Agreement presented to Council.	Engineering	2019/20	From existing resources.
3b	Asset management plans are completed for major infrastructure assets.				
	Deliver capital works program on time and within budget	Completion of works prior to June 2020	Executive Management	1 July 2019 – 30 June 2020	Part funded, part Council contribution (in line with the Capital works program).
	Development of a secondary water source for	Bore fields	Water and Wastewater	1 July 2019 – 30 June	Funded from W4Q

	Cooktown through the reinstatement of the Bore fields.	operational with non-potable water.	Section	2020	funding.
ECO 4	Develop and progress partnerships to help common facilities and services fostering regional economic growth and providing for jobs through construction and long –term employment by actively supporting and working on as appropriate, prioritised and as funding resources become available.				
	Building our Regions - Lakeland Gateway to the Cape Project.	Completion of works identified in the funding agreement for completion prior to June 2020	Executive Management	1 July 2019 – 30 June 2020	\$1,288,000 with \$998,000 funded.
	Cooktown Depot Redevelopment – stage 1.	Completion of stage 1 of works.	Executive Management	1 July 2019 – 30 June 2020	\$300,000 Council funded
	Council Housing Project – Development of Council adopted Housing project plan. Road formation, subdivision and potential sale of lots.	Completion of Civil works on Boundary and Garden Street.	Executive Management	1 July 2019 – 30 June 2020	\$1.3million Council Loan funded.
	Cooktown Shire Hall Refurbishment.	Completion of renovation works in accordance with developed scope.	Executive Management	1 July 2019 – 30 June 2020	Funded by W4Q \$1million.

Key Strategic Priority 4



Governance

Accountable, responsible and appropriate governance and management, reflected in responsible long-term financial sustainability and clear strategic direction built around core local government business and affordable levels of service.

No	Projects	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
GOV 1	Develop an achievable long-term financial, resource and infrastructure plan to ensure ongoing capacity to fund operations and capital works programs that underpin Council's long-term strategy to achieve financial sustainability.				
1a	Council's Long-Term Financial Plan is compiled and linked to Council's Corporate and Operational plans.				
	Finalisation of the 5 year ICT strategic plan.	5 year ICT Strategic Plan adopted by Council.	Information and Communication Technologies	1st September 2019 to 31st January 2020 adopted by Council June 2020	From existing resources.
GOV 2	Prepare Management strategies to underpin asset sustainability				
2a	Condition assessments are undertaken for major asset classes.				
2b	Council's asset management plan is completed and informs Council's long-term financial strategy.				
GOV 3	Develop a clear communication plan to inform the workforce, community and elected members in order to achieve greater understanding of Council 's decision making processes, policies, legislation and compliance requirements				
3a	The use of appropriate measurement tools indicates growing appreciation and high comprehension of Council processes, decision-making, laws and compliance requirements, by the workforce, elected members and community				
3b	Development and implement a mechanism by which Council stakeholders and the community participate in the prioritisation of service delivery.				
3c	The community is kept informed and is generally well satisfied with the overall leadership and strategic direction undertaken by Council.				
	Introduction of a Cook Shire Council Organisational Report Card issued on a quarterly basis.	Report card is issued on a quarterly basis.	Governance and Risk	1st September 2019 to 31st January 2020 adopted by Council June 2020	Existing resources.

GOV 4	Work management systems and procedures are reviewed and adjusted to support improved organization service provision, compliance and efficiency.				
4a	Council's workforce and culture reflect and promote Council values.				
4b	The workforce is provided with the required support, training and development necessary to achieve job satisfaction and to update its skill and knowledge base to meet changing organisational needs.				
4c	The health and safety of Council's workforce and constituency is protected through the implementation and management of appropriate Work Health and Safety management systems.				
	Safety Management System implementation.	Management system implemented and utilised.	Human Resources and Business Services.	1 July 2019 to 31 May 2020.	\$7,000 in project costs and staff time for implementation.
4d	The provision of core Council services are underpinned by appropriate and accessible information, communication and technology systems.				
	Implementation of Cloud based disaster recovery strategy for ICT services.	Remote access to a replica of Councils ICT services running on Cloud infrastructure can be provided for within 24 hours.	Information and Communication Technologies	1 July 2019 to 31 May 2020.	Council contribution of \$8,000.
	Cloud services expansion to improve security, collaboration and knowledge retention within Councils distributed workforce	Enterprise based cloud share introduced for Water and Wastewater.	Information and Communication Technologies	1 July 2019 to 31 January 2020.	Council contribution of \$1,800.
4e	Council's organisational culture is inclusive and supports continuous improvement and customer satisfaction.				
4f	Council activities comply with applicable legislation through well maintained policies, procedure and information systems that guide and facilitate good decision making.				
GOV 5	Organisational structure and resourcing is periodically reviewed in accordance with prioritized service levels.				
5a	The Council's organisational structure compares with industry benchmarks for local governments of similar scale and service profile and workforce efficiency is underpinned by appropriate performance management systems.				
5b	Resources are managed to capitalise on flexible workplace efficiency and capability offering value for money with reference to the services it offers its				

	constituency.				
	Customer Service Charter reporting and implementation.	All staff trained and customer request reporting in place.	Human Resources and Business Services.	1 July 2019 to 31 January 2020.	From existing resources.
5c	Council's organisational structure and performance management systems support flexible deployment and multiskilling of staff, excellent work/life balance for employees and opportunities for advancement within a framework of fair and equitable working conditions and hiring practices.				