

2020/2021 Operational Plan **Cook Shire Council**





Mission

Our mission is to understand our communities' needs and provide consistent service to enable them to flourish in a safe, sustainable manner.

Vision

Building sustainable communities with respect for our unique natural environment, celebrating our diverse cultures and sharing our pride in Cape York.



Cook Shire Values and Principles

Cook Shire Council promotes, encourages, rewards and actively believes in:

Providing a safe workplace

Adopting honest and progressive systems of accountability and reporting

Working with our communities and stakeholders to plan define, achieve and celebrate common short and long-term goals;

Actively sharing responsibility for improving sustainable, service provision for all customers

Ensuring equal opportunity for all employees, potential employees, employees pursuing promotion and cross-skilling, and persons and organisations seeking to work with Council through the provision of services, works and consultancy

Encouraging and rewarding innovation demonstrated in operational and strategic service provision.



Cook Shire Council is required to strategically plan for the long-term future of Cook Shire. Council's long-term strategic direction is captured in Council's 2017-2022 Corporate Plan. The Corporate Plan guides Council decision-making, policy and longer-term development.

The Corporate Plan is a critical part of Council's corporate governance and contributes to financial sustainability, transparency, accountable decision-making and the responsible management of Cook Shire Council.

The following priorities are identified in the 2017-2022 Corporate Plan and provide the structure for Council's Operational Plan:

COMMUNITY
ENVIRONMENT
ECONOMY
GOVERNANCE

Within Council's 2017-2022 Corporate Plan, eight themes are highlighted as key to sustainability and growth for the Shire's economy, social well-being, environmental care and management and governance. These themes have been established in consultation with the community and other stakeholders and are detailed in Council's 2012-2021 Community Plan:

- Environmental Well-being
- Active, Creative and Connected
- Safe, Healthy and Inclusive
- Identity and Integrity
- Infrastructure, Transport and Services
- Economic Well-being
- Leadership and Governance
- Primary Industry

Corporate Planning



Cook Shire Council's Operational Plan

Header

Whilst it is Corporate Plan that gives structure to Council's long-term service provision, annual corporate goals are detailed in Council's yearly Operational Plan and the provision of funds to meet these goals are allocated in the Annual Budget. Council's annual performance is matched to its Operational Plan and Annual Budget and successively builds on the previous year's works ensuring Council's longer-term strategic priorities, as identified in its Corporate Plan, are met.

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.

1. Develop community specific strategy that reflects the goals and aspirations of individual communities (COM 1).
2. Develop and build on community engagement measures to encourage inclusiveness and partnerships within communities (COM 2).
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 (COM 3).
4. Encourage vibrant and active community participation in arts, culture and natural heritage activities to enrich lifestyles and encourage tourism (COM 4).
5. Encourage agriculture/aquaculture and other primary industry in the Shire to create employment and business opportunities (COM 5).

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.

COM 1	Develop community specific strategy that reflects the goals and aspirations of individual communities.		
COM 2	Develop and build on community engagement measures to encourage inclusiveness and partnerships within communities.		
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.		
COM 4	Encourage vibrant and active community participation in arts, culture and natural heritage activities to enrich lifestyles and encourage tourism		
COM 5	Encourage agriculture/aquaculture and other primary industry in the Shire to create employment and business opportunities.		
Strategic Objective	Project	Success Measure	Responsibility
COM 1	Develop a Community Plan	Community Plan developed and adopted by Council	Executive Leadership Team
COM 1	Develop cycling plans for three communities to encourage an active and healthy lifestyle	Plans developed and adopted by Council	Community, Innovation & Economy
COM 1	Responsible Community Facility Management	Management Agreements for PCYC and Nature's Powerhouse completed	Organisational Business Services

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

Strategic Objective	Project	Success Measure	Responsibility
COM 2	Reconciliation Action Plan	RAP and Implementation Plan adopted by Council	Community, Innovation & Economy
COM 2	Youth Council	Terms of Reference developed and adopted by Council	Community, Innovation & Economy
COM 2	Flagpoles	Installation of two additional flag poles at Council's main office	Executive Leadership Team
COM 3	Conduct a half-day Volunteer Conference to encourage the development of the volunteers in community and inspire the next generation of volunteers	Volunteer Conference and Sign-On Day delivered	Community, Innovation & Economy
COM 3	Event Centre Precinct Master Plan	Master Plan developed and adopted by Council	Organisational Business Services
COM 3	Aged Care Facility Development	Finalisation of land tenure Expression of Interest developed for use of site	Organisational Business Services
COM 4	Regional Arts Development Fund Program	Delivery of the 2020-21 Regional Arts Development Fund Program	Community, Innovation & Economy
COM 4	First 5 Forever Literacy Program	Delivery of the 2020-21 First 5 Forever Literacy Program	Community, Innovation & Economy
COM 4	Listing of Reconciliation Rocks on National Heritage Register	Support provided as required. Report to Council on progress towards listing	Community, Innovation & Economy

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.

1. Maintain a proactive response to public health and safety matters (ENV 1).
2. Disaster management facilities and services manage risk and exposure to the adverse impacts of both natural and man-made disasters (ENV 2).
3. Appropriate consideration is given to planning and development controls, design guidelines, traditional ownership and sustainable development principles when making planning decisions. (ENV 3)
4. Development strategies to ensure a coordinated approach to the management and control of pests, weeds and feral animals and other biosecurity threats (ENV 4).
5. Develop and implement strategies to ensure a coordinated approach and compliant focus to waste management. Develop cohesive vision and aspirations for the future of the Great Barrier Reef together with awareness, skills, knowledge and capacities (ENV 6).

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.

ENV 1	Maintain a proactive response to public health and safety matters.		
ENV 2	Disaster management facilities and services manage risk and exposure to the adverse impacts of both natural and man-made disasters.		
ENV 3	Appropriate consideration is given to planning and development controls, design guidelines, traditional ownership and sustainable development principles when making planning decisions.		
ENV 4	Development strategies to ensure a coordinated approach to the management and control of pests, weeds and feral animals and other biosecurity threats.		
ENV 5	Develop and implement strategies to ensure a coordinated approach and compliancy focus to waste management.		
ENV 6	Develop cohesive vision and aspirations for the future of the Great Barrier Reef together with awareness, skills, knowledge and capacities.		
Strategic Objective	Project	Success Measure	Responsibility
ENV 1	Refurbish Backwash Dams - Annan Water Treatment Plant	3 Backwash Dams Refurbished	Infrastructure Services
ENV 1	Healthy Dogs Healthy Community Program	Delivery of the Queensland Health funded Healthy Dogs, Healthy Community Program in Coen and Laura	Organisational Business Services
ENV 2	Disaster Management Plan Review	Disaster Management Plan and all sub plans reviewed and adopted by LDMG. Implementation of Fire Management Plan	Chief Executive Officer

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.

Strategic Objective	Project	Success Measure	Responsibility
ENV 2	Get Ready Queensland Disaster Preparedness Program	Delivery of 2020-21 Get Ready Queensland Disaster Preparedness Program	Community, Innovation & Economy
ENV 2	Community Development Officer (Recovery)	Development of Community Recovery Plans for Cook, Douglas and Wujal Wujal Councils	Community, Innovation & Economy
ENV 2	Coastal Hazard Adaptation Program (QCoast 2100)	Complete Phases 4 - 7	Organisational Business Services
ENV 3	Solar Power on Council Facilities	Options paper presented to Council Workshop	Organisational Business Services
ENV 3	Making Water Work	Advocacy for funding of the Making Water Work Business Case and, if successful, completion of a detailed project plan	Community, Economy & Innovation
ENV 5	Illegal Dumping Hotspot Program	Begin data collection to establish illegal dumping baseline data	Infrastructure Services

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.

Strategic Objective	Project	Success Measure	Responsibility
ENV 5	Regional Recycling Transport Assistance	Improve the financial viability of recycling of e-waste, cardboard and tyres	Infrastructure Services
ENV 3	Market Stalls and Roadside Vending Review	Options paper presented to Council workshop	Organisational Business Services
ENV 4	Noxious Weed Survey	Survey a minimum of 1,500km of Cook Shire road network with a focus on gamba grass, grader and thatch grass	Organisational Business Services
ENV 5	Recycling Options Paper	Options paper presented to Council workshop	Infrastructure Services
ENV 6	Great Barrier Reef Management	Stakeholders identified. Workshop with stakeholders to identify terms of reference and priority issues	Executive Leadership Team

Key Strategic Priority 3. Economy



Locality specific economic growth, understanding and development of potential for primary industries, including agriculture and aquaculture opportunities, appropriate to each community and the Shire as a whole.

1. Compile an economic growth strategic plan and orient Council's organization to facilitate economic growth (ECO 1).
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 (ECO 2).
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 (ECO 3).
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 (ECO 4).

Key Strategic Priority 3. Economy

Locality specific economic growth, understanding and development of potential for primary industries, including agriculture and aquaculture opportunities, appropriate to each community and the Shire as a whole.

ECO 1 Compile an economic growth strategic plan and orient Council's organization to facilitate economic growth.

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.

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.

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.

Strategic Objective	Project	Success Measure	Responsibility
ECO 2	Housing Land Release Project	Completion of civil works Advocate for external investment in Cook Shire	Executive Leadership Team
ECO 2	Establishment of a Regional Business Advocacy Group for Cook, Hope Vale and Wujal Wujal Council areas	Completion of a feasibility study into the establishment of a regional economic development and tourism body using a cluster-based model	Community, Innovation & Economy

Key Strategic Priority 3. Economy

Locality specific economic growth, understanding and development of potential for primary industries, including agriculture and aquaculture opportunities, appropriate to each community and the Shire as a whole.

Strategic Objective	Project	Success Measure	Responsibility
ECO 2	Support for Agricultural sector	Advocacy for funding of the Local Food Futures Business Case and, if successful, completion of a detailed project plan	Community, Innovation & Economy
ECO 2	2021 Festival preparation, planning and event organisation	Delivery of the Festival in 2021	Community, Innovation & Economy
ECO 2	Promotion of the Cook Shire Buy Local Campaign	Completion of a report detailing the outcomes of the campaign	Community, Innovation & Economy
ECO 3	Asset Management - Service Level Agreement	Service Level Agreement presented to Council with the proposed 2021/2022 Budget for adoption	Infrastructure Services
ECO 4	Cooktown Marina Feasibility Study	Desktop review of previous studies completed and presented to Council Workshop	Organisational Business Services

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.

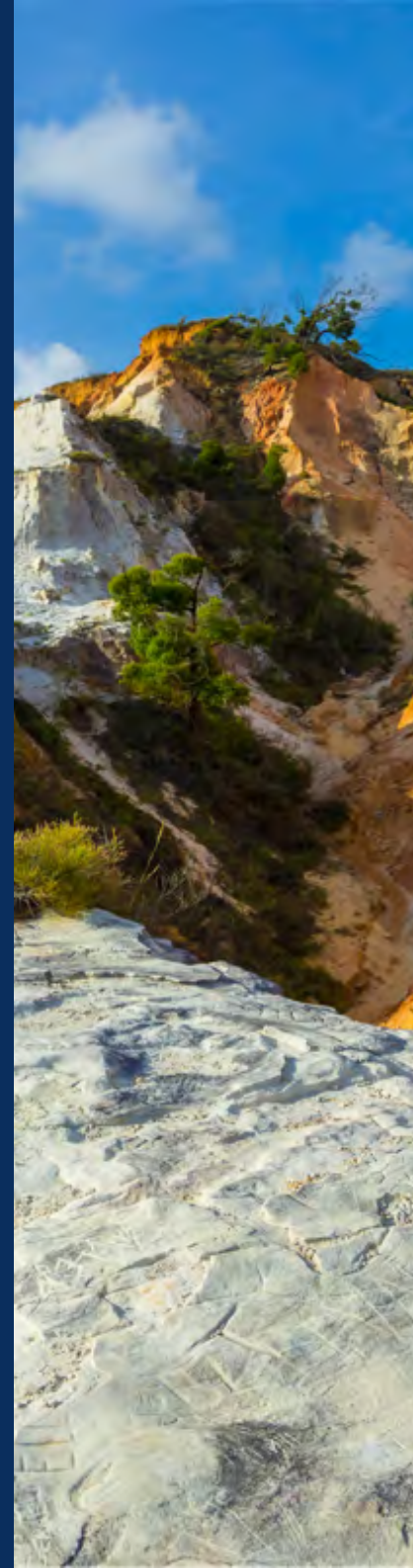
1. Develop an achievable long-term financial, resource and infrastructure plan to ensure ongoing capacity to fund operations and capital works programs that underpin Council's long-term strategy to achieve financial sustainability (GOV 1).
2. Prepare Management strategies to underpin asset sustainability (GOV 2).
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 (GOV 3).
4. Work management systems and procedures are reviewed and adjusted to support improved organization service provision, compliance and efficiency (GOV 4).
5. Organisational structure and resourcing is periodically reviewed in accordance with prioritized service levels (GOV 5).

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.

- 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.
- GOV 2 Prepare Management strategies to underpin asset sustainability
- 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.
- GOV 4 Work management systems and procedures are reviewed and adjusted to support improved organization service provision, compliance and efficiency.
- GOV 5 Organisational structure and resourcing is periodically reviewed in accordance with prioritized service levels.

Strategic Objective	Project	Success Measure	Responsibility
GOV 4	Audit and Risk Compliance	Internal Audit Targets Achieved	Organisational Business Services
GOV 4	Innovation Think Tank and Innovation Awards	Adoption of Terms of Reference and appointment of Think Tank members. Completion of an Innovation Awards Feasibility Study and development of Award Guidelines	Executive Leadership Team
GOV 4	Information and Communication Technology Strategy	Information and Communication Technology Strategy completed	Organisational Business Services







Operational Plan Delivery and Risk Management

As part of the delivery of Cook Shire Council's Operational Plan, Council must also manage long and short term risk associated with each project. Active project based risk management enables Council to ensure projects are successfully completed and delivered to budget. Cook Shire Council manages project risk through an ongoing process whereby risks are evaluated at each stage of the relevant project and risk management and mitigation strategies are put into place that evolve as the project progresses toward completion. Risks are assessed against their potential impact to the project, Council and the community.

Cook Shire Council Operational Plan 2020/2021

For more information contact Cook Shire Councils Organisational Business Services Directorate

P: +617 4069 5444

E: Mail@Cook.Qld.Gov.Au

W: www.Cook.Qld.Gov.Au

