



# Council in **FOCUS**



**July-September  
2019**







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# *Focusing on your Council*

Council in Focus – Part One is presented as an informative summary of some of Council’s key performance indicators.

The following graphs and charts detail Council’s operational performance against benchmarks or targets in an accessible format.

This is the first time Council has presented this information in this manner – this is by no means an exhaustive list of all Council’s operations, and in the coming months additional data will be added to provide greater scope reporting on topics of interest.

Part Two is largely in pictorial format to provide Council and the community with some insight into recent operational works that may not otherwise be the subject of a Council report or media release.

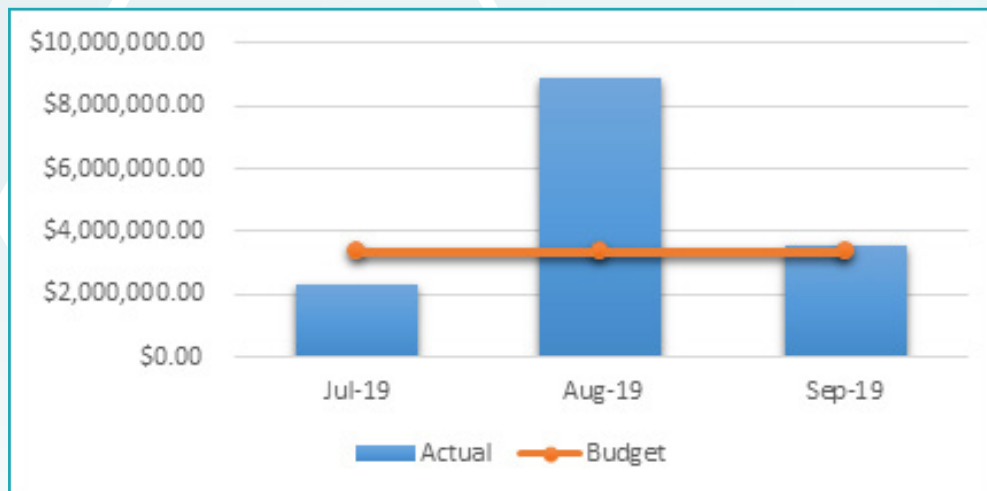
Our staff who live and work in our Cook Shire communities take immense pride in their contributions to the wellbeing of the Shire, and this report not only provides an insight into their day to day work, but also recognition of the wonderful and diverse skills our workforce brings to the Shire.



# Part 1

## Financial performance

### Operating result - Actual vs budget

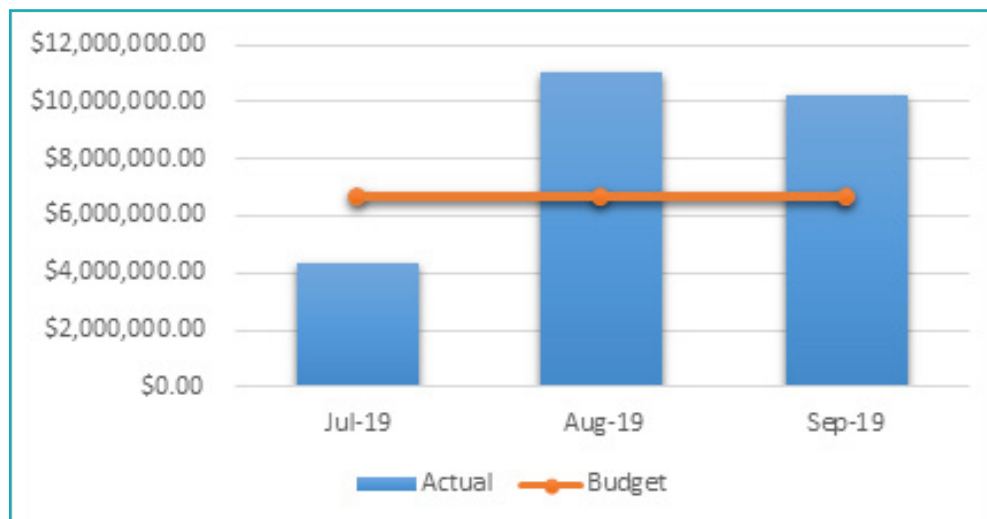


**Explanatory notes:** This graph displays the actual operating results compared to budget forecasts for each month year to date.

**Interpretive comments:** Council adopted the 2019-20 Annual Budget at a Special Council Meeting on June 27, 2019.

	July	August	September
<b>Budget</b>	\$3,356,780	\$3,356,780	\$3,356,780
<b>Actual</b>	\$2,294,344	\$8,857,205	\$3,580,987
<b>Variance</b>	-\$1,062,436	\$5,500,426	\$244,207

### Revenue against budget



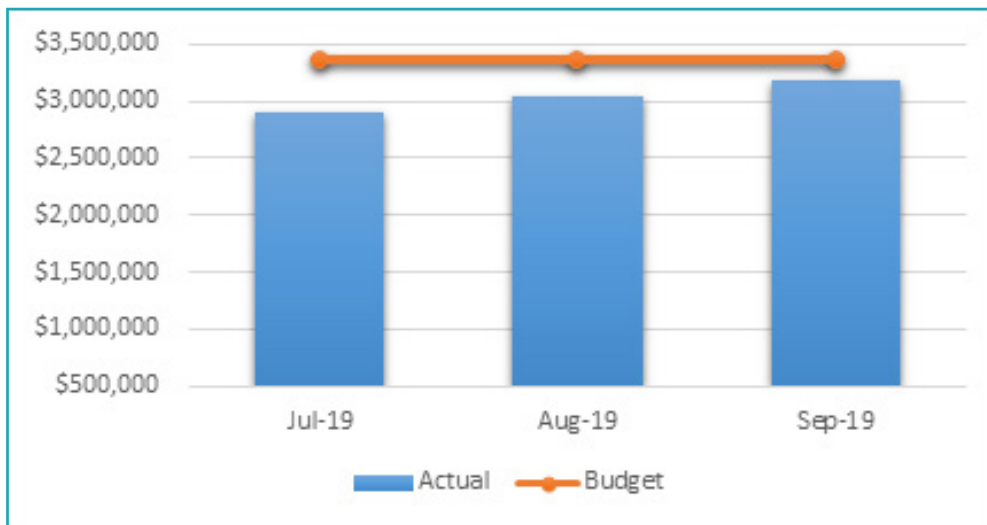
**Explanatory notes:** This graph displays the actual revenue generated compared to budget forecasts for each month.

**Interpretive comments:** Revenue is currently tracking well above budget due to receipt of Disaster Recovery funding, Financial Assistance Grant funding and the first period 2019-20 rate levy.

	July	August	September
<b>Budget</b>	\$6,679,142.17	\$6,679,142.17	\$6,679,142.17
<b>Actual</b>	\$4,332,355.00	\$11,017,675.00	\$10,233,145.00
<b>Variance</b>	-\$2,346,787.17	\$4,338,532.83	\$3,554,002.83

# Financial performance

## Expenses against budget

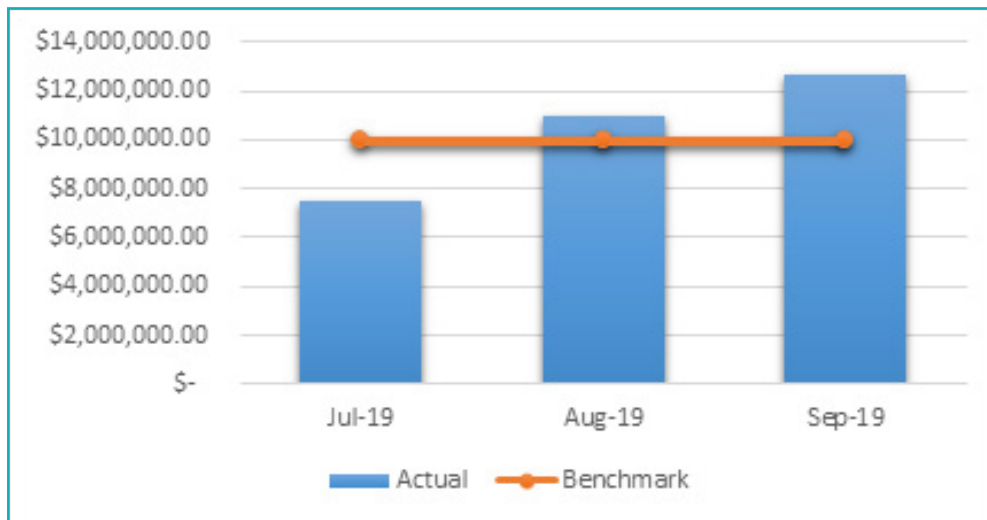


**Explanatory Notes:** This graph displays the actual expenditure incurred compared to budget forecasts for each month.

**Interpretive Comments:** Year to date operating expenditure is currently under budget, mainly due to Council operating under an evenly distributed month-to-month budget as opposed to a cash flow style budget. Wage allocations for vacant positions and contractor payments are among the under-spend over this quarter.

	July	August	September
<b>Actual</b>	\$2,911,416	\$3,033,337	\$3,192,686
<b>Variance</b>	-\$445,364	-\$323,443	-\$164,094

## Revenue against budget



**Explanatory Notes:**

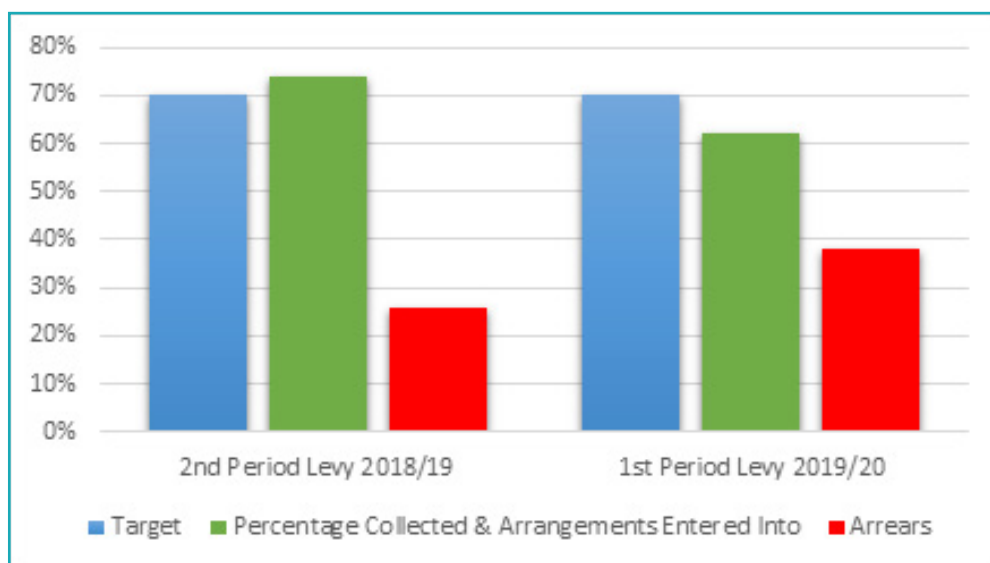
The Queensland Treasury Corporation has a benchmark that Councils should have at least the equivalent of three months expenditure (based on Annual Budget) held in available cash to have adequate capacity to meet short and medium term financial commitments.

**Interpretive Comments:** The target set in the graph is three months expenditure and actual results of unconstrained cash exceed this target indicating Council is in a strong position to meet its short to medium term financial commitments.

	July	August	September
<b>Budget</b>	\$9,967,086.75	\$9,967,086.75	\$9,967,086.75
<b>Actual</b>	\$7,463,138.17	\$10,980,025.06	\$12,671,654.49
<b>Variance</b>	\$2,503,948.58	-\$1,012,938.31	-\$2,704,567.74

## Financial performance

### Rates collected



#### Explanatory Notes:

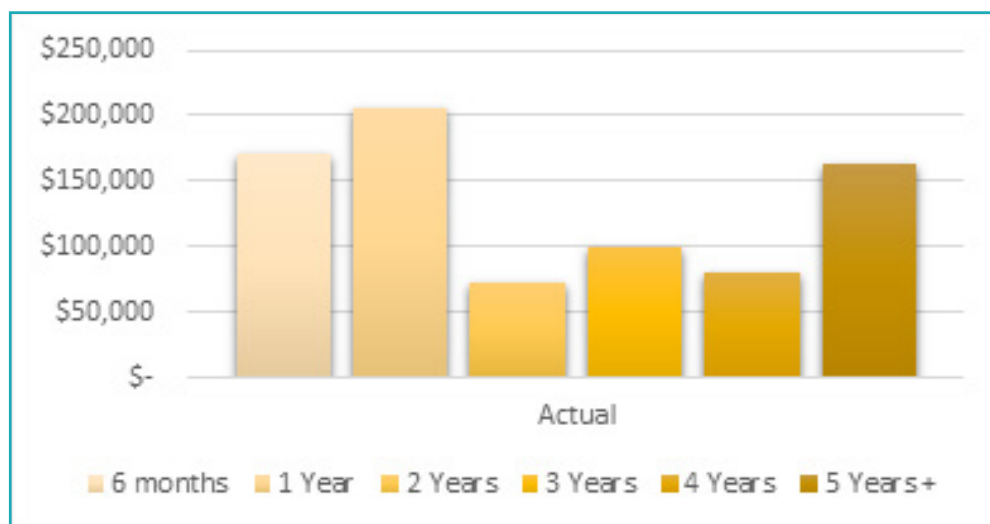
Demonstrates the collection rate of Council levies. Our target is to have less than 30% of levies outstanding at the end of each six monthly rating period.

#### Interpretive Comments:

Recovery of outstanding rates is progressing well. The Rates Officer monitors payment arrangements and implements corrective action as required.

	Second period levy 2018-19	First period levy 2019-20
Target	70%	70%
Percentage collected including those with payment arrangements entered into	74%	62%
Arrears	26%	38%

### Aged debtor breakdown of rates



#### Explanatory Notes:

Shows the arrears that are more than 6 months overdue. Rates arrears from 30 days to 6 months totalling \$896,000 are not included in this graph.

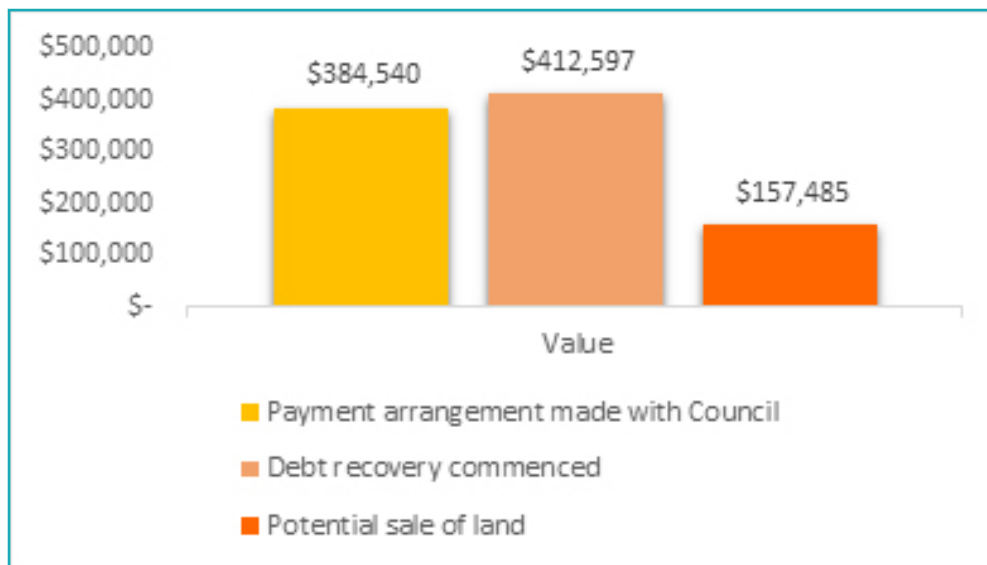
#### Interpretive Comments:

Notable types of outstanding rates dating back 5 or more years are: 5 x sale of land (process is due to commence) = \$65,957, 3 x Aboriginal Land Trust = \$594,169 and 1 x mining claim (under legal process) = \$7,241.

	6mths	1yr	2yr	3yr	4yr	5+yr
Actual	\$170,706	\$206,512	\$72,611	\$100,172	\$79,470	\$162,313

## Financial performance

### Rates recovery methods

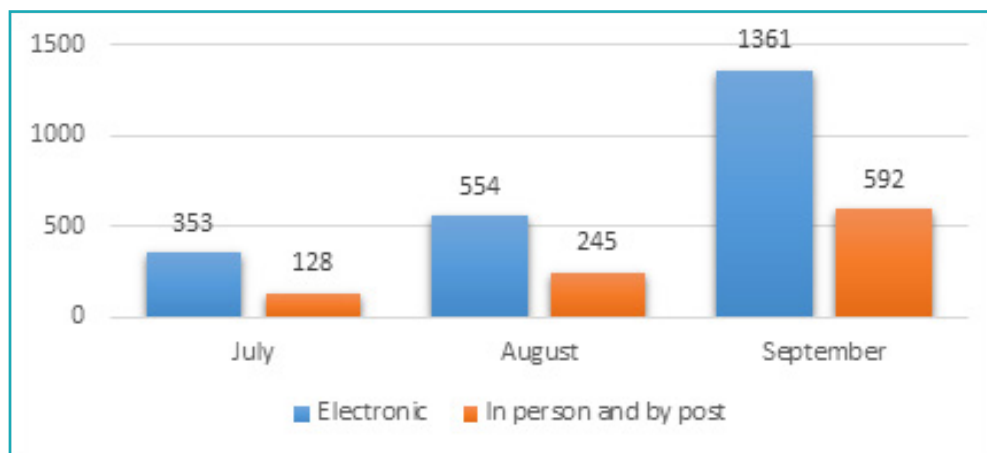


**Explanatory Notes:** This chart shows the methods of recovery in place for outstanding rates and the number and value of each method.

**Interpretive Comments:** Council aims to recover all outstanding debt through payment arrangements or through collection agencies. The last option is to commence a sale of land process.

First rating period	Number	Value
Payment arrangement	97	\$384,540
Collection agency	75	\$412,597
Sale of land	18	\$157,485

### Rates payment methods



**Explanatory Notes:** Graph records the means by which rates payments are received.

**Interpretive Comments:** The trends continue to show a higher acceptance of electronic payments as opposed to counter and mail payments; an average of 70.3% over the past three months.

	July	August	September
Electronic (BPay)	353	554	1361
In person and by post	128	245	592



# Infrastructure

## Disaster Recovery Funding Arrangements (DRFA) summary to October 8 2019



The jointly funded Commonwealth and Queensland Government DRFA program, managed by Cook Shire Council, is providing employment for more than 200 people, including Council staff and 17 contract crews across almost 2500km of remote roads. The DRFA program aims to support communities in their disaster recovery and is a the major contributor to the regional economy, with the work contracted primarily to local companies and Council's works crew. The 2018-19 disaster season was particularly severe, causing widespread damage and isolating residents across Cape York during cyclones Owen, Penny, Trevor and the monsoon trough event and resulting in the largest DRFA-funded road reconstruction program Council has yet undertaken.

The betterment funding package is in addition to the DRFA and is to provide disaster resilience and mitigation to essential infrastructure and reduce the impact of future events.

Betterment treatments to be applied for include: multiple floodways and drainage upgrades across five local roads; flood mitigation for two local roads; one raise and

seal within Cooktown; flood resilience for one local road with culverts and raised formation, to increase safety and access for residents, school buses and emergency vehicles; and three rural roads that have had Expressions of Interest approved for concrete floodways and culvert upgrades.

This anticipated funding will benefit a total of 12 roads across the southern portion of Cook Shire affected by the North and Far North Queensland Monsoon Trough January 25 to February 14, with a total of 64 locations identified within the Expressions of Interest listing. Funding will be applied for over the next few months with a rollout of works extending over two years until approximately June 30, 2021. Betterment funding is at this point only approved as an Expression of interest and is subject to final submissions, full scoping and funding arrangements.

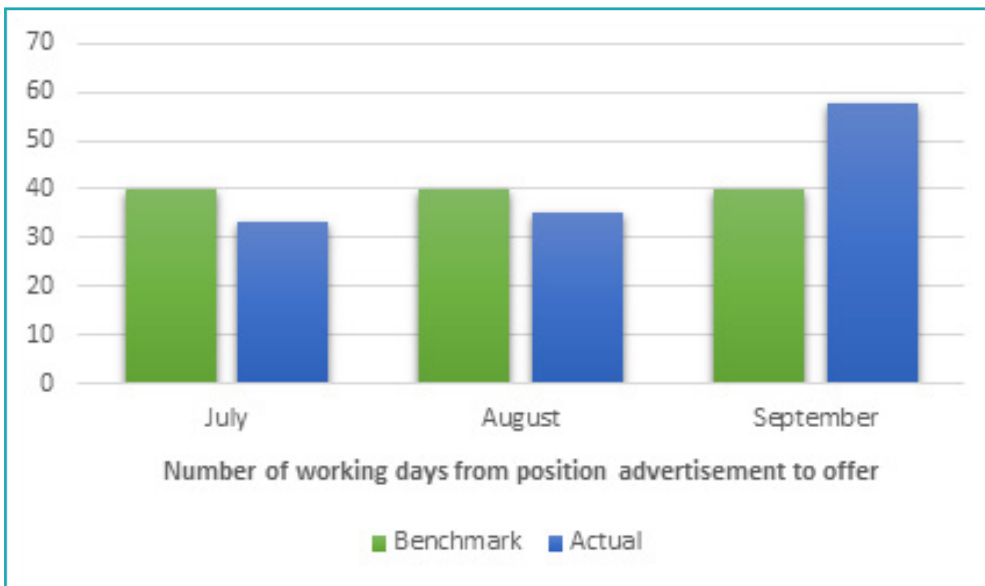
The total expenditure to be applied for under the Betterment Fund, including all indirect costs, is \$11,826,052.

### DRFA works to date including committed costs

Far North Monsoon Trough - January 25 to February 14, 2019	\$17,887,888
Severe Tropical Cyclone Trevor and associated low - March 19 to 27, 2019	\$10,417,105
Project management	\$989,053
<b>Total expenditure to date including committed costs</b>	<b>\$29,294,046</b>
<b>Total estimated cost for this construction season</b>	<b>\$50,079,990</b>

# Human Resources

## Efficiency of filling vacant positions



### Explanatory Notes:

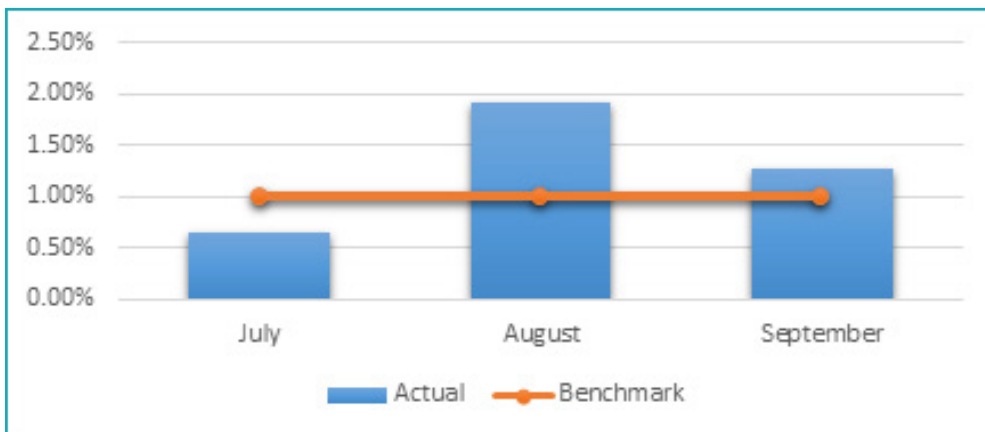
This is calculated as the number of working days from advertisement of a role to when an offer is made. Council expects roles to be filled within eight weeks however will extend this as needed in order to secure quality staff for our organisation

### Interpretive Comments:

Council filled 12 roles this quarter, with an average turnaround of 42.06 days.

	July	August	September
<b>Benchmark</b>	40	40	40
<b>Actual</b>	33.25	35.33	57.6
<b>Variance</b>	-6.75	-4.67	17.6

## Monthly staff turnover



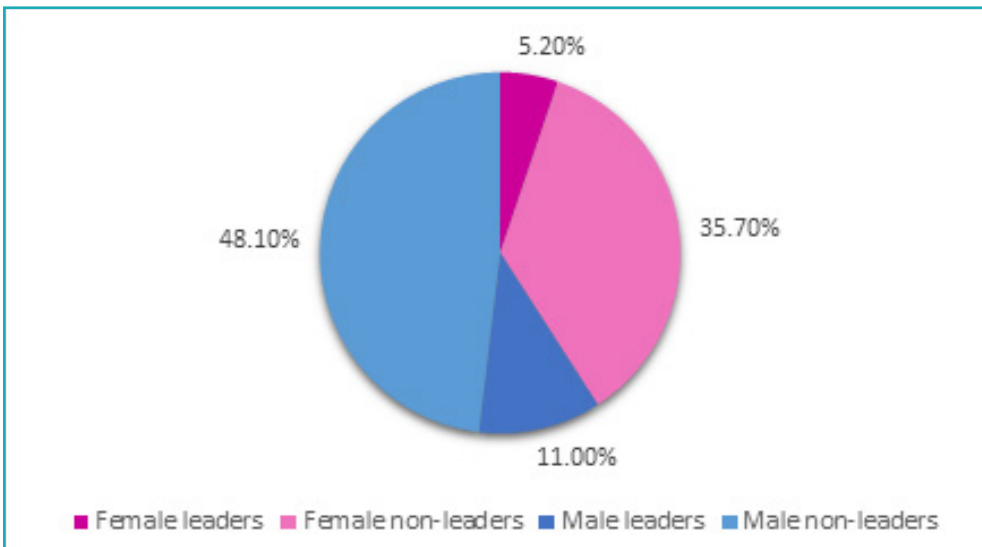
**Explanatory Notes:** This is the number of resignations received as a percentage of total staff. There are currently 156 full time and part time staff within Council.

**Interpretive Comments:** The total number of staff exiting Council this quarter was 6, which is 3.84% of total staff.

	July	August	September
<b>Benchmark</b>	1.00%	1.00%	1.00%
<b>Actual</b>	0.65%	1.93%	1.28%

## Human Resources

### Workplace diversity - male vs female



#### Explanatory Notes:

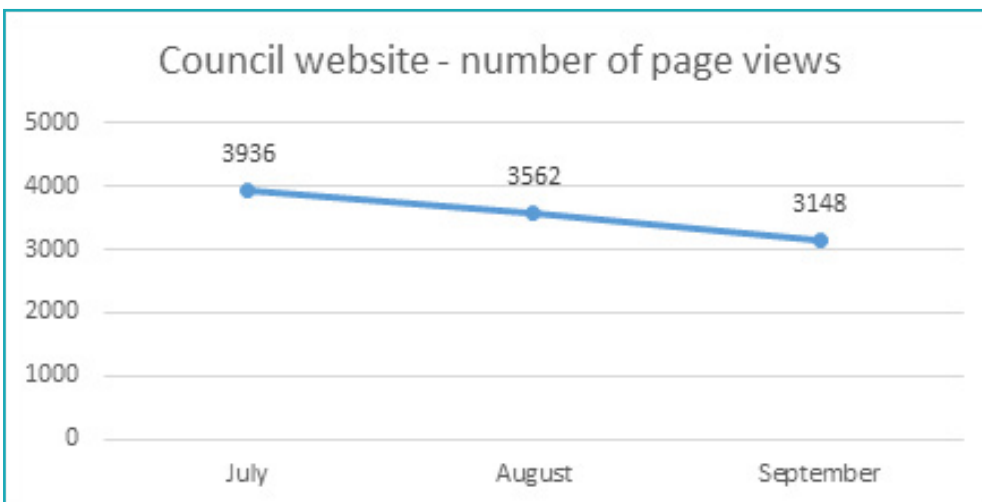
This graph shows the number of female and male staff expressed as leaders and non-leaders (NL).

#### Interpretive Comments:

During this quarter Council employed an average of 154 staff - 40.9% female and 59.1% male. 8 of the 63 female staff and 17 of the 91 male staff held leadership roles.

## Media and communications

### Council communication by media type



**Explanatory Notes:** The table details some of the different channels Council uses to communicate with our communities.

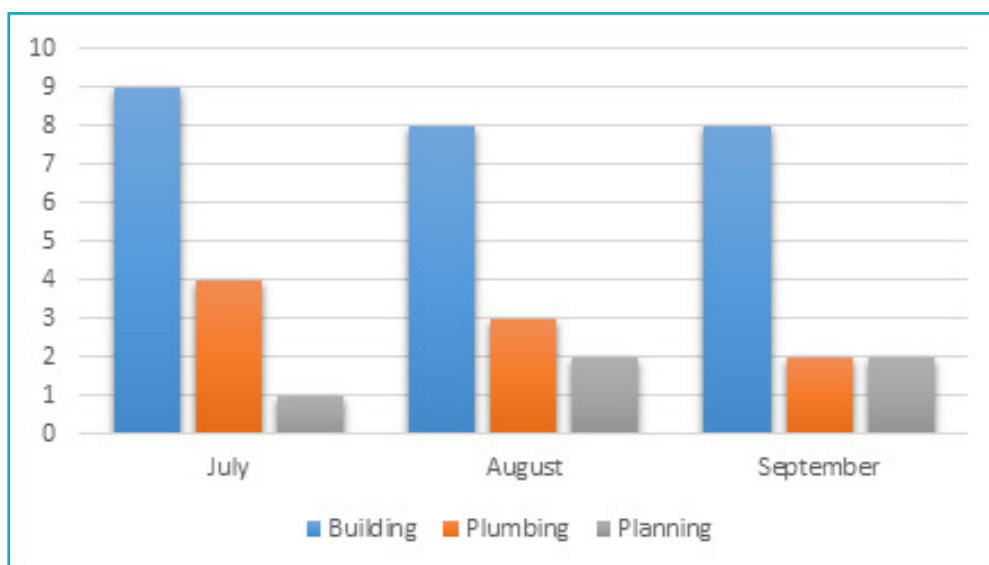
#### Interpretive Comments:

The most frequented pages on Council's website are the roads information pages, and the drop in interest as the tourist season winds down has resulted in a significant decrease in page views overall. However, page views in other areas of the website have remained steady, or increased, including a 53% increase in page views on the Council careers information page. The most significant social media engagement occurs with roadworks updates and communications with images (photos).

Media type	July	August	September
Facebook posts	45	39	41
Website (page) views	3936	3562	3148
Public notice advertising	13	12	17
Media releases	8	9	9

## Environment and planning

### Development applications lodged

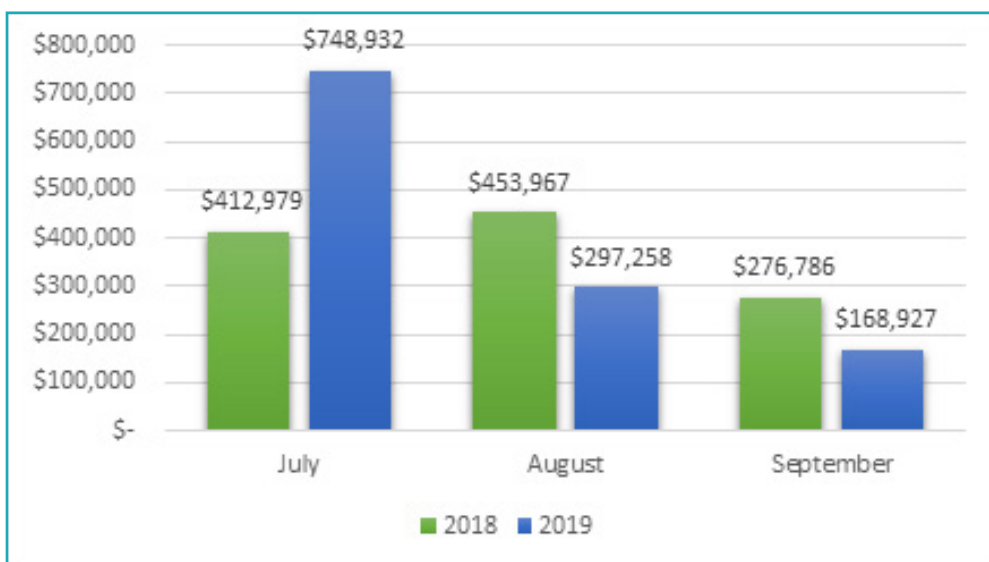


#### Explanatory Notes:

The figures reflect the number of new development applications lodged in the months indicated. It does not include other requests, assessment processes and inspections associated with existing applications.

	July	August	September
<b>Building</b>	9	8	8
<b>Plumbing</b>	4	3	2
<b>Planning</b>	1	2	2

### Value of building approvals 2018 vs 2019



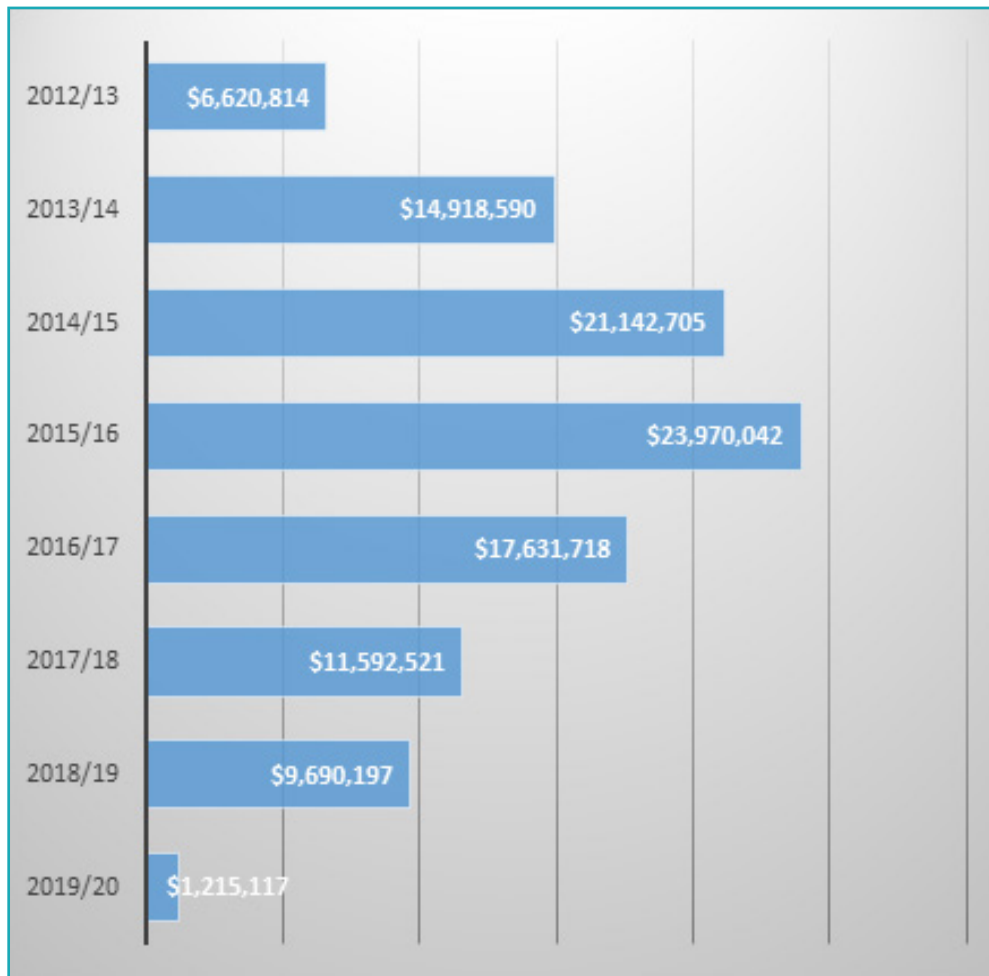
#### Explanatory Notes:

The figures reflect the dollar value of new building applications approved for construction in the months indicated. It does not include other requests and inspections associated with existing applications.

	July	August	September
<b>2018</b>	\$412,979	\$453,967	\$276,786
<b>2019</b>	\$748,932	\$297,258	\$168,927
<b>Variance</b>	▲\$335,953	▼\$156,709	▼\$107,859

## Environment and planning

### Value of building approvals by financial year



#### Explanatory Notes:

The figures reflect the \$ value of new Building Applications approved for construction by Financial Year indicated.

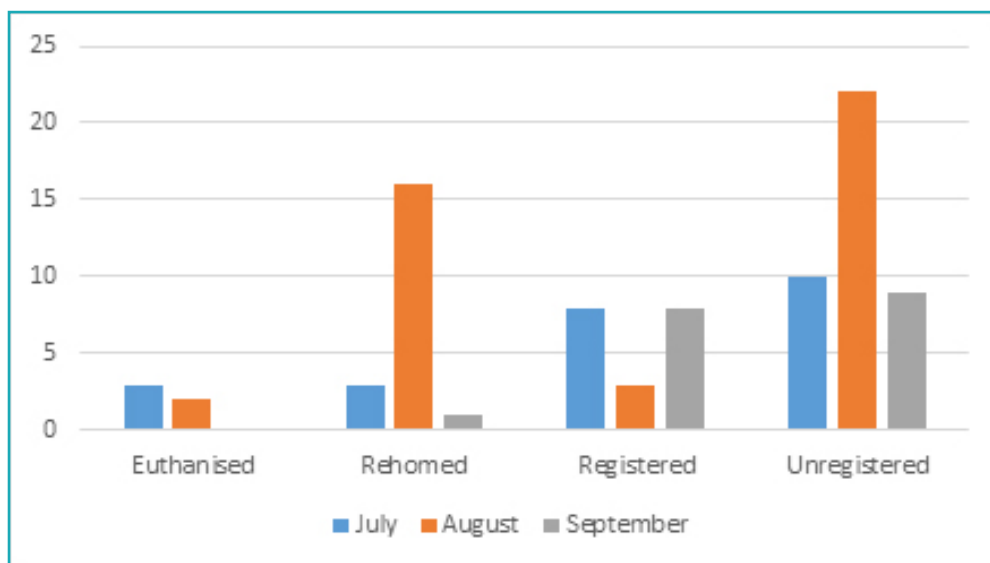
#### Interpretive Comments:

2013-16 saw a considerable spike in the value of building applications mainly due to Cyclone Ita damage to buildings throughout the Shire and major reconstruction works at the Lizard Island Resort > \$3 million. But these years also saw growth and new construction work in Cook Shire which included \$11.5 million Residential Rehabilitation Centre; \$7.1 million Holy Spirit College; \$1.6 million Stage 3, Endeavour Christian College; \$1 million Weipa offices; \$2 million Coen day respite care. The figures for 2019-20 will continue to be adjusted quarterly.

Financial year	Value	Increase/Decrease on previous financial year
2019-20	\$1,215,117	Current
2018-19	\$9,690,197	▼
2017-18	\$11,592,521	▼
2016-17	\$17,631,718	▼
2015-16	\$23,970,042	▲
2014-15	\$21,142,705	▲
2013-14	\$14,918,590	▲
2012-13	\$6,620,814	

## Environment and planning

### Animal impoundments



#### Explanatory Notes:

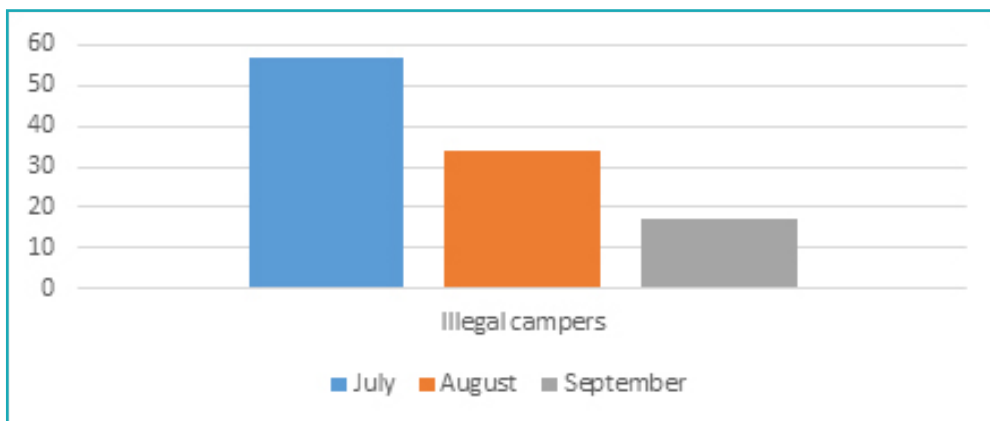
The figures represent the numbers of dogs impounded over the period and the number of animals that were not claimed or rehomed and instead were euthanised.

#### Interpretive Comments:

The graph shows that a much larger proportion of animals are rehomed when compared with euthanised.

	July	August	September
Euthanised	3	2	0
Rehomed	3	16	1
Registered	8	3	8
Unregistered	10	22	9

### Illegal campers



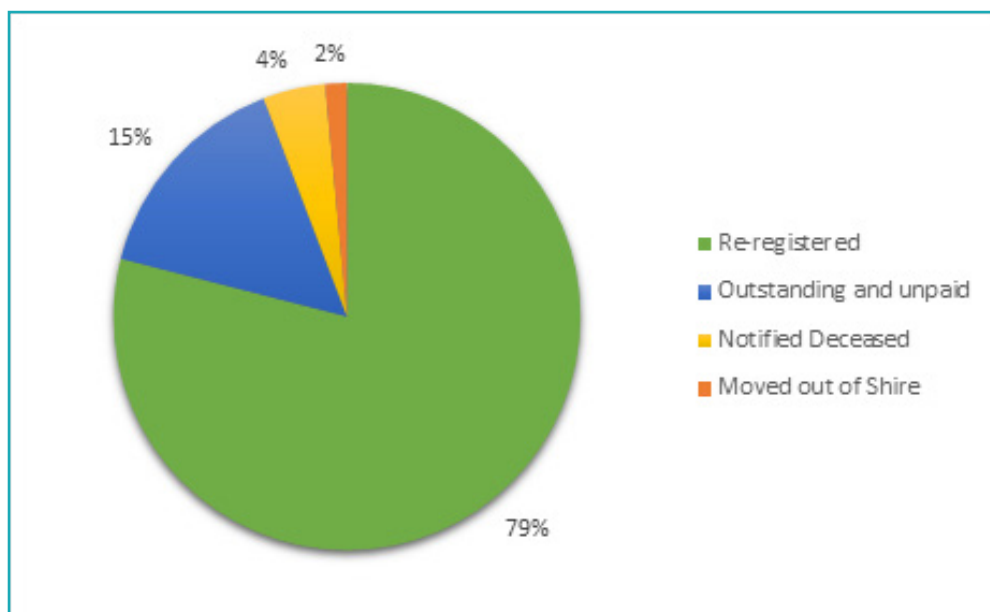
**Explanatory Notes:** The figures show the number of illegal campers. Compliance Officers have moved on within the Cooktown township and surrounds.

**Interpretive Comments:** As the tourist season starts to slow down, the number of illegal campers is also declining.

	July	August	September
Number of illegal campers	57	34	17

## Environment and planning

### Dog registration renewals

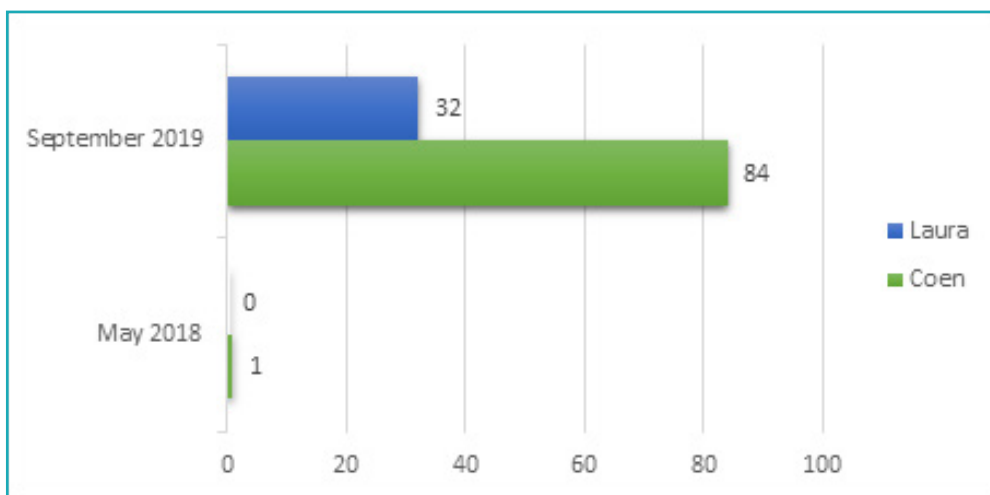


**Explanatory Notes:** 533 dog registration renewal notices were issued to residents from July to September 2019 (as at 27 September 2019).

**Interpretive Comments:** Council Officers are following up on outstanding renewal notices to ensure the highest possible rates of compliance. Education has been the focus of Council’s Animal Management Officers over the past 12 months and it is believed the high rate of renewal and information provided are a result of positive community engagement that has been undertaken. Registration and microchipping are important as they ensure an animal’s owner can be promptly notified if the animal is found wandering, lost or stolen.

Status	Number
Re-registered	421
Outstanding and unpaid	81
Notified deceased	23
Notified moved out of Shire	8

### Dog registrations - Coen and Laura



**Explanatory Notes:** This chart compares the number of dog registrations in the Laura and Coen communities from 2018 to 2019.

**Interpretive Comments:** In 2018 there was only one dog registered in the two largest Indigenous communities within Cook Shire. In 2019, as a result of staff engagement with the communities, this has been increased to 116 registered dogs. Staff are continuing to register more dogs as they are located and identified.

	May 2018	September 2019
Laura	0	32
Coen	1	84

## Customer service

### Total inbound customer requests - open vs closed



**Explanatory Notes:** This graph depicts the number of customer requests received by department over the last three months, open vs closed.

**Interpretive Comments:** Managers continue to work with staff to improve response and task completion rates against Council's Customer Service Standards Charter.

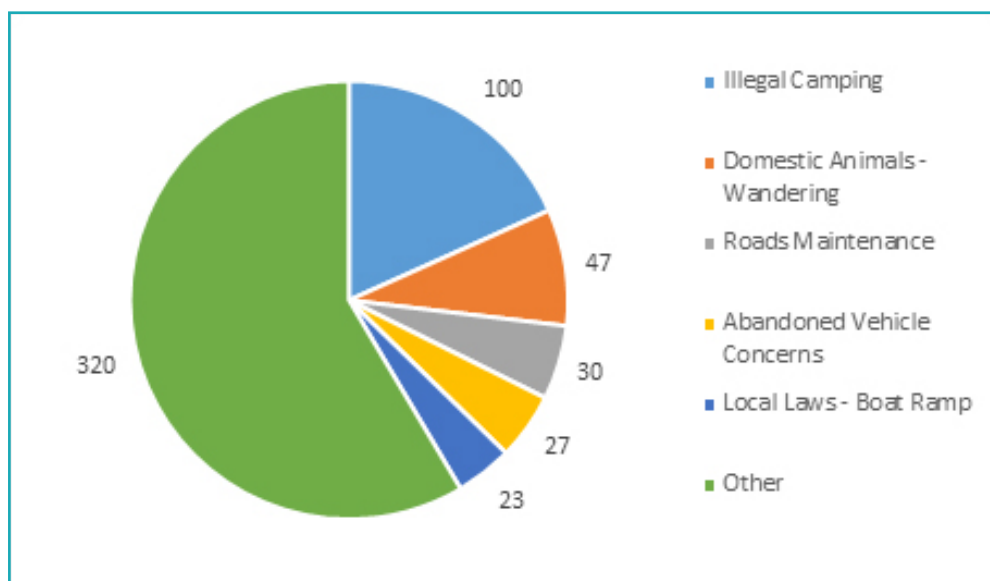
### Total inbound customer requests - open vs closed By business function - July to September 2019

	Closed	Open	Total
<b>Building and Facilities</b>	66	41	107
<b>Environmental Health</b>	5	0	5
<b>Land Tenure and Native Title</b>	11	0	11
<b>Local Laws</b>	332	6	338
<b>Parks and Gardens</b>	16	2	18
<b>Planning and Environment</b>	4	1	5
<b>Shire Works</b>	34	11	45
<b>Survey</b>	0	1	1
<b>Water and Wastewater</b>	11	6	17
<b>Total</b>			<b>547</b>



## Customer service

### Top five inbound customer requests



**Explanatory Notes:** This chart depicts the top five inbound customer requests received over the last three months, in comparison to all other requests.

**Interpretive Comments:** The top five inbound customer requests make up 40% of the total requests received for July through September 2019. The 320 requests under 'other' fall into 37 separate request types.

Top five inbound customer requests

	Number	Percentage of total requests
Illegal camping	100	17%
Domestic animals - wandering	47	8%
Roads maintenance	30	6%
Abandoned vehicle concerns	27	5%
Local laws - boat ramp	23	4%
Other enquiries	320	60%

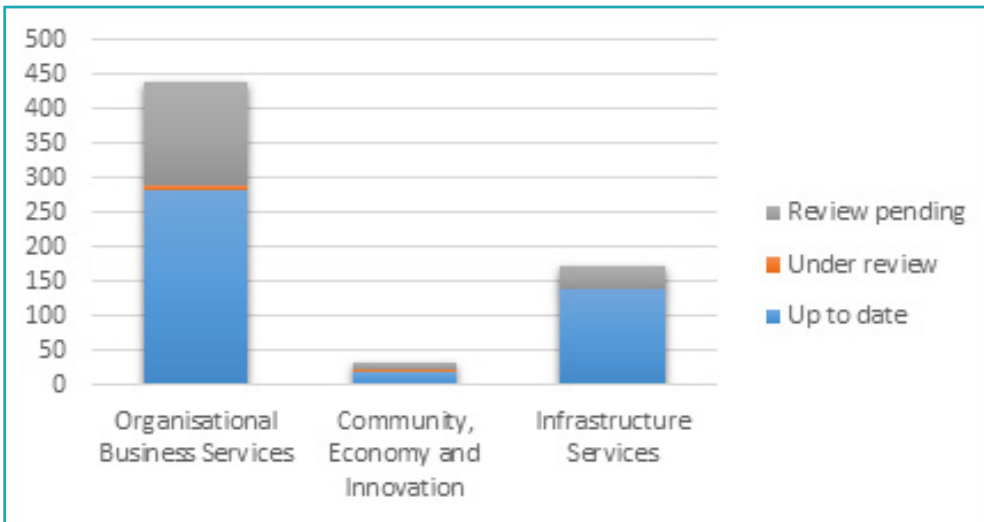
### General customer enquiries

The following table details the number of email, phone and front counter enquiries received by Council, by month.

	July	August	September
Phone calls to 4082 0500	1457	1753	1498
Front counter enquiries	391	646	598

## Customer service

### Corporate documents and records by division and status



**Explanatory Notes:** This table details the number of policies, procedures and documents Council use, and how many are being reviewed. Interpretive Comments: Council is making good progress with the review of documents internally.

**Interpretive Comments:** Annual dog registration renewals and food business license renewals are contributing factors for the higher than average number of tasks received for August and September.

	Up to date	Under review	Review pending
Organisational Business Services	283	5	152
Community, Economy and Innovation	21	1	12
Infrastructure Services	139	0	33



## Customer service

### Right to Information Requests

July to September 2019

Right to Information Applications Received	1
Pages Relevant to Application Reviewed	883
Pages Released	883
Application Fees Received	\$50.80
Hours Spent Processing Application	30.5
Processing Costs Accrued at Rate Prescribed by Office of the Information Commissioner *	\$957.70
Processing Costs Waived	\$957.70
Estimated Actual Cost to Council	\$2,028.25

\* \$7.85 per 15 Minutes



# Procurement

## Summary of contracts - first quarter 2019-20 financial year

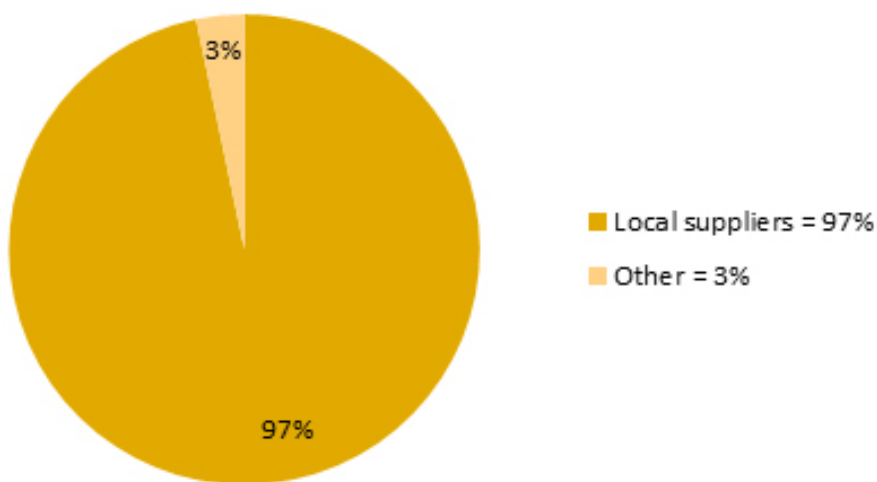
### Contracts over \$15,000

Number of tender documents released	5
Number of quote documents released	34
Total value of contracts awarded	\$814,959
Total value awarded to local suppliers	\$32,959

### Tenders

- Cooktown Waterfront Lighting and CCTV (yet to be awarded)
- Botanic Gardens Access Road (yet to be awarded)
- Supply and delivery of Carbon Dioxide (awarded)
- Provision of Kerbside Waste Collection (open)
- Provision of Building Certification Services (to be evaluated)

### Contracts over \$200,000



### Quotes

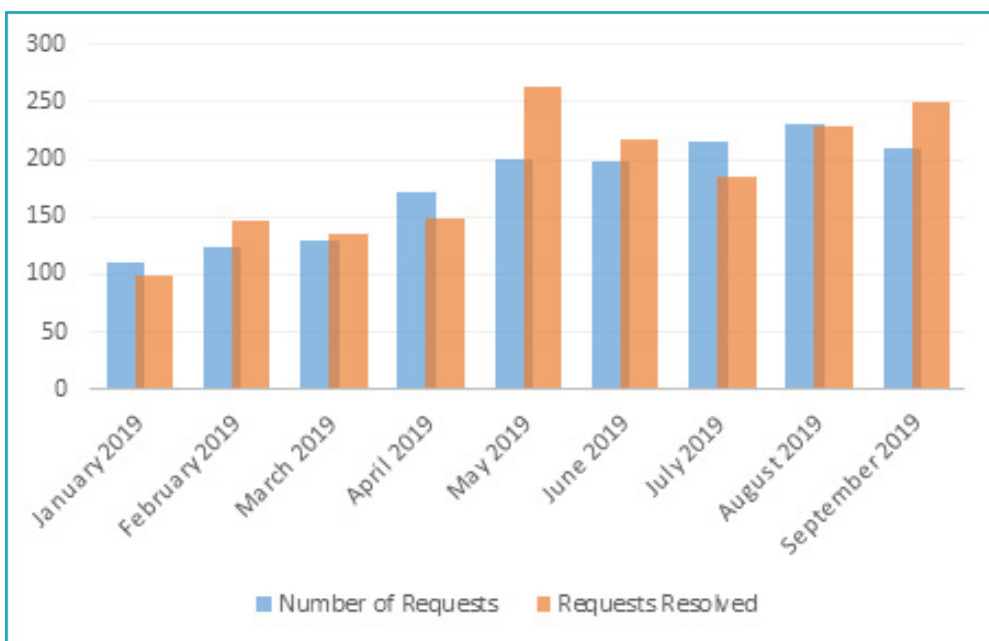
- 19 quotes released against Local Buy contractors
- 5 quotes released via Vendor Panel Marketplace
- 9 quotes released via email to selected contractors
- 1 quote released directly to Cairns Regional Council

### Contracts over \$200,000

Number	56
Total value	\$14,867,154
Value awarded to local suppliers delivering Disaster Recovery Funding Arrangement works	\$14,378,217

## Information, Communication and Technology (ICT) support

### ICT requests created across all Council facilities



**Explanatory Notes:** The table shows the number of requests made to Council's ICT Team by Council staff across all facilities.

**Interpretive Comments:** ICT requests grew steadily from April 2019 with the implementation of a direct ICT Helpdesk request service.

	New Requests	Requests resolved
January 2019	110	99
February 2019	123	146
March 2019	129	135
April 2019	171	149
May 2019	201	263
June 2019	199	217
July 2019	215	185
August 2019	231	229
September 2019	210	249

## Part 2

### Executive Leadership Team

The Executive Leadership Team comprises the Chief Executive Officer and the Directors of three separate departments:

- Community Economy and Innovation, a customer focused Department charged with the responsibility of developing and maintaining social and economic capital, and to identify and implement new and innovative actions and projects;
- Organisational Business Services, managing a diverse portfolio of corporate and business responsibilities including finance, governance, facilities, land tenure, planning and environment, customer service, human resources and information technology; and the
- Infrastructure Department, responsible for all civil works, water and waste water, Parks and Gardens, fleet management, major capital projects and asset management.

Over the last three months the Executive Leadership Team has represented Cook Shire in a wide range of forums. These have included:

DATE	NAME OF EXTERNAL PARTY	NATURE OF ENGAGEMENT
1 July 2019	National Trust of Australia (Queensland)	Opportunities for collaboration
1 July 2019	Cooktown 2020 Advisory Committee Meeting	Progress with the delivery of the Expo 2020
2 July 2019	DRFA(DisasterRecoveryFundingArrangements)	Representing Council and the DRFA Progress meeting
3 July 2019	Gungarde Aboriginal Corporation	NAIDOC organising committee meeting
4 July 2019	Cooktown & District Community Centre	Operation of Nature's PowerHouse and Visitor Information Centre
8 July 2019	Cooktown 2020 Advisory Committee – Arts Working Group	Cooktown Cantata
11 July 2019	Hon Warren Entsch, MP (Cairns)	Expo 2020 and advocacy
11 July 2019	Sport & Recreation, Department of Housing and Public Works (Cairns)	Advocacy around funding for a Sports & Recreation Coordinator for Cape York
11 July 2019	Ports North (Cairns)	Update on Cooktown Expo 2020 and bed-levelling of the Endeavour River
11 July 2019	Project Manager – China, TTNQ (Cairns)	Chinese tourism opportunities
11 July 2019	TTNQ Board and tourism stakeholders (Cairns)	Far North Queensland branding workshop
12 July 2019	Acting Commissioner of QFES	Disaster preparedness, advocacy, mass gatherings planning and risk management
15-16 July 2019	Minister Cameron Dick	Ministerial and Queensland Reconstruction Authority visit to Coen
16 July 2019	Partnerships Manager, Arts Queensland (Zoom)	Arts bursaries for local artists
18 July 2019	NAIDOC Celebrations – PCYC	Volunteer support to Gungarde
18 July 2019	Barrier Reef Child Care Centre (Council Chambers)	Meeting with Parents
18 July 2019	Barrier Reef Child Care Centre	Meeting with staff and new service provider (Lady Gowrie Qld)
22 July 2019	Reconciliation Working Group (Nature's PowerHouse)	Advocacy
24 July 2019	Chinese Tourism Operator (Nature's PowerHouse)	Tourism opportunities in Cooktown/Cook Shire

25 July 2019	FNQROC	Representing Council at FNQ Regional Road Investment Strategy meeting
25 July 2019	FNQRRTG (Far North Queensland Regional Roads Technical Group)	Represent Council and FNQRRTG Committee Meeting
26 July 2019	Teleconference with Prof Allan Dale, Cairns Institute (James Cook University) – via Zoom	Communities in Transition – Clean Growth Choices – business case development
26 July 2019	CEO, National Trust of Australia (Queensland)	Opportunities for collaboration
28 July 2019	High Consequences Decision Making Masterclass - Queensland Fire and Emergency Services	Disaster Management Training
29 July 2019	Regional Arts Services Network – via Zoom	Program roles and responsibilities – Cook Shire and Arts Queensland
30 July 2019	Gateway to the Cape – Lakeland	Sod turning – First Milestone
30 July 2019	Skytrans (Cairns)	Expo 2020 sponsorship and ambassador opportunities
1 August 2019	Hon Mick De Brenni, MP, Cooktown Crocs Rugby League Club	Sod Turning – John Street Oval Change Rooms
2 August 2019	Cooktown Re-enactment Association	Boathouse redevelopment
6-7 August 2019	Torres and Cape Indigenous Council Alliance (TCICA) AGM and Board Meeting	Engagement and strategic planning with the 14 Councils of the Cape, Torres Strait and Mornington Island
8 August 2019	Queensland Treasury workshop	Project Decision Framework for TCICA members
9 August 2019	Leadership in Disaster, Crisis and Adversity – Queensland Fire and Emergency Services	Disaster Management Training
12 August 2019	Far North Queensland Regional Organisation of Councils (FNQROC)	Engagement and strategic planning with 13 Council's across North Queensland
12 August 2019	Board Member - Torres and Cape Hospital and Health Service	Cooktown hospital redevelopment
13 August 2019	LDMG Meeting	Disaster preparation
13 August 2019	Core Agency Meeting – Mass Gatherings	Strategies for risk management of mass gatherings in Cook Shire
14 August 2019	Dept Aboriginal and Torres Strait Islander Partnerships	Representing Council at Coen Master Plan Inception meeting
14-16 August 2019	LGAQ Policy Executive Meeting	Attendance representing the LGMA (QLD) Board at the LGAQ Policy Executive
19 August 2019	Teleconference – Aurukun Aboriginal Shire Council	Planning
21 August 2019	Douglas Hockey (Council Chambers)	Hockey development opportunities in Cook Shire
23 August 2019	Meeting with Director General, Department of Local Government, Racing and Multicultural Affairs.	Advocacy
27 August 2019	Mapoon Aboriginal Shire Council	Opportunities for collaboration
29 August 2019	Sport & Recreation, Department of Housing and Public Works (via Zoom)	Activate Queensland Strategy

5 September 2019	Skilling Queenslanders for Work	Traineeship/employment opportunities
7 September 2019	Bloomfield River District Residents Association	Attendance at AGM
9 September 2019	CEO, Lady Gowrie Queensland	Barrier Reef Child Centre – performance improvement planning
10 September 2019	Cpt of HMB Replica Endeavour and staff of the Australian National Maritime Museum	Planning for visit by HMB Replica Endeavour in 2020
10 September 2019	Lakeland Progress Association Meeting - Lakeland	Attendance at Meeting
11 September 2019	Trade and Investment Queensland - FNQ Trade and Investment Group Meeting (teleconference)	Meeting
10 September 2019	LGMA Annual General Meeting	Meeting
10-12 September 2019	LGMA Annual Conference	Strategic planning and advocacy
13 September 2019	Calcutta Group (Council Chambers)	Engagement meeting with Project Management Team of Cooktown Hospital Redevelopment
13 September 2019	Torres and Cape Hospital and Health Service Board	Meeting with Chair and Board Members re Cooktown Hospital Redevelopment
16 September 2019	Gamaay Traditional Elders	Briefing
17 September 2019	Waymbuurr Warra Corporation	Engagement
17 September 2019	Community Development Officer (Recovery) – Project Launch Meeting (Townsville)	Understanding of project aims and objectives
18 September 2019	Department of Premier and Cabinet (Council Chambers)	Cooktown Expo 2020 funding and project update
19 September 2019	Department of Transport and Main Roads (DTMR) and Aurukun Shire Council	Representing Council at the Aurukun Access Road Upgrade Project Meeting
19 September 2019	Cooktown Re-enactment Association	Advocacy
19 September 2019	Brand Ambassadors (teleconference)	Cooktown Expo 2020 sponsorship strategy
20 September 2019	DATSIP (Department of Aboriginal and Torres Strait Islander Partnerships)	Representing Council at Coen Master Plan Meeting
20 September 2019	Arup Partners (teleconference)	Cape, Torres, and Gulf Economic Opportunities Plan
20 September 2019	James Cook University, Department of Environment & Science, local stakeholders	Communities in Transition – Clean Growth Choices – business case development
20 September 2019	Cooktown & District Interagency Working Group	Meeting
24 September 2019	Communities in Transition Workshop 3	Focus on Dynamic business and Food Futures
24 September 2019	DRFA(DisasterRecoveryFundingArrangements)	Progress Meeting
30 September 2019	Teleconference – Lockhart River Aboriginal Shire Council	Representing Council at Lockhart River Access Road Upgrade Projects

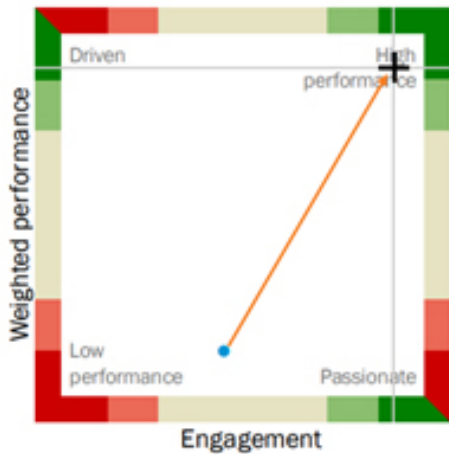


## Cook Shire Council recognised as a high performer

The Executive Leadership team was delighted that Cook Shire Council has now been independently assessed as performing in the top 10% when benchmarked against 65

councils surveyed nationwide. (Extract below provided by Research Consultancy Insync July 2019).

### Cook Shire Council's performance and engagement scan



There has been a massive improvement in Cook Shire Council's standing against the benchmark in both Performance and Engagement.

Cook Shire is doing better than 9 out of 10 organisations in both Performance and Engagement.

Legend: ● August 2016  
+ July 2019

Your average raw score compared to Insync's benchmark database.

Legend: # Bottom decile # Bottom quartile # 2nd and 3rd quartiles # Top quartile # Top decile

9



## Community, Economy and Innovation department

The Community, Economy and Innovation team has been focused on improving community engagement and relations. The team has improved working relationships with a broad range of community groups and were pleased to offer support to the 2019 Cooktown NAIDOC celebrations. The team is also encouraging other departments within Council to actively engage with the community as a necessary part of the execution of strategies and projects.

We have built a positive working relationship with the PCYC Cooktown Events Centre, with funding and support provided for a popular school holiday basketball clinic. The team has actively participated in and provided support to the Cooktown Chamber of Commerce and Tourism, as well as to community progress associations in Rossville, Bloomfield and Lakeland.

Council has employed an Indigenous Partnerships Officer, who has delivered on a number of initiatives, including a highly successful Warrma as part of the 2019 Discovery Festival. The Partnerships Officer is being regularly consulted by management and staff across the organisation, as well as external agencies. Data shows a significant increase in traffic on Council's website, Facebook and Twitter thanks to an ongoing focus on public relations and communications. The Cooktown 2020 Festival has been refocused as a broader Expo and an inspiring promotional strategy has been developed to drive visitation during and after the event. This event has been designated as an iconic event by the Queensland Government, which should assist in attracting corporate sponsors and driving visitation.

Council's annual program of community events and festivals was successfully delivered, including the

community Christmas event, Australia Day, and the 2019 Discovery Festival (including the Warrma). The community event development funding program was also finalised.

A Senior Economy and Community Lifestyle Coordinator has been appointed to enable a renewed focus on economic and community development. The team has delivered a substantial upgrade of Cooktown Swimming Pool in partnership with Education Queensland. Council provides active support to Cooktown Swim Club and Underwater Hockey, which has resulted in increased use of the pool. A management agreement was negotiated with Lady Gowrie Queensland to operate the Barrier Reef Child Care Centre, and early indications are the centre will return to profitability within the term of the agreement.

The Grants team helped to secure substantial funding to ensure the next phase of the Cooktown Airport Master Plan is delivered, as well as a raft of other project funding to underpin Council's operations and assist in the delivery of corporate objectives. An Indigenous Projects Officer has been recruited onto the Expo 2020 team, to ensure the event is culturally appropriate. A highly successful engagement trip across Cape York was conducted by Indigenous Partnerships, Regional Arts Services Network (an innovative program to drive arts development across the Cape and Torres Strait) and Expo 2020 team members. More than 100 individuals and organisations have expressed interest in participating in the Expo and engaging with Council on an ongoing basis.

Council's library network provides a broad range of services, which include children's activities such as storytelling and craft, coding and robotics, preservation and development of Indigenous languages, and growth of e-resources, which now include e-books, magazines and movies.



### Community Blitz clean up

Following the success of the Coen Blitz, Council has been successful in its application for grant funding from the State Government to undertake further Blitzes and

community resilience projects in Ayton, Lakeland and Laura. A partnership town clean-up between Council and local community groups is being scheduled for later this year.

## Business networking

Regional Arts Officer Waratah has facilitated a series of business workshops throughout the region to help business people, artists and arts organisations connect, grown and develop ideas.



## The sound of music at William Daku Park

The Band of the 1st Regiment, Royal Australian Artillery entertained the community with their big band sounds at a free sunset concert at William Daku Park, supported by Cook Shire Council.



## Council goes colourful for NAIDOC Week celebrations

Council was pleased to lend its support the annual NAIDOC celebrations at Lion's Park and the event held at the Events Centre, and staff also showed their NAIDOC spirit with brightly coloured shirts designed by local artist and Cook Shire Indigenous Partnerships Officer Shane Gibson.

## Gamaay Dreaming Track

Council's 2020 Indigenous Projects Officer Sha-lane facilitated a workshop to co-designing priorities for further development of the Gamaay Dreaming Track.



## Innovation Hub for Bloomfield

Bloomfield Library smartened up with new shelves and a new innovation hub funded by the State Library Queensland.



### Millennials shine at LGMA Annual Conference

Council Town Planner Michael and 2020 Indigenous Projects Officer Sha-Lane represented Cook Shire at the Local Government Managers Australia annual conference in Townsville. Michael questioned a panel of local government chief executives, while Sha-Lane was a member of a millennials panel questioned by the Isaac Regional Council Chief Executive Officer.

### Student gets taste of library life

Cooktown teenager Anton has dipped his toes into a career in local government, following a week's work experience at the Cooktown Library. Anton said he really enjoyed the experience working for Cook Shire Council, "It was really good, I enjoyed it and learnt a lot about the library system, and the librarians were really good teachers."



### Council supports Cooktown Youth and Careers Expo

Council's Regional Arts Officer and Human Resources team had stalls at the expo, promoting the value of volunteers in our community, as well as the opportunities for careers in local government and the arts. Several staff members attended, including apprentice plumber Mikel, apprentice diesel fitter Don, plumbing inspector Bruce and Water and Wastewater Manager Robyn.



### Major upgrade for pool

The biggest upgrade of the Cooktown Pool since it was built in the 1990s has been completed. The pool was completely emptied while new tiles, painting, drainage pipes, a change room upgrade, office re-fit and storage extension were completed. The works highlighted the positive working relationship Council has with the Cooktown State School and pool owners Education Queensland, who funded the project. The pool was reopened on Monday, August 12 with a free sausage sizzle open to the community.

## Partnership plans for Cook and Mapoon shires

Council is planning a mentorship and secondment program with neighbouring Mapoon Aboriginal Shire Council. Councillors and executive staff from the remote Western Cape shire visited Cooktown for a day of information sharing and collaboration in August.



## Tourism and Events team promote region

Council's Tourism and Events team hit the road to promote the Cooktown and Cape York region and Cooktown Expo 2020 at the DestinationQ Events Forum in Cloncurry and the Toowoomba and Townsville caravan and camping expos.



## Lego WeDo program to stay

The hugely popular Lego WeDo program will continue at the Cooktown Library. The program combines Lego play with basic robotics, and was booked out during the Queensland Government-funded program. Council has decided to continue the program without State funding to help kids learn and improve digital, coding and robotics skills.



## Cooktown Expo 2020

Cook Shire Council's Community, Economy and Innovation team visited Cape York communities to consult, discuss and share information about the programs being delivered in the region and the opportunities offered by Cooktown Expo 2020.

More than 100 individuals and businesses expressed interest in being involved in the expo in a range of ways, including government organisations, artists, performers and small businesses.

Significant progress has been made with planning for the delivery of the Cooktown Expo 2020. Additional event funding has been secured from the Queensland Government, while a specialist sponsorship consultant has been retained to assist in securing additional funding. A Project Control Group has been established to provide strategic oversight of the event delivery. Detailed planning of the expo program has been commenced, with new marketing collateral printed for distribution and a new website launched as part of a broader marketing strategy.



## Organisational Business Services department

Council's customer service standards have been reviewed and a new Customer Service Charter adopted. Internal processes for handling customer requests were strengthened to significantly improve responsiveness. Further to this, a complaints management policy was adopted with a focus on dealing with long outstanding complaints and issues, including staff training to deal with complaints. Action tracking and regular reporting continues across the organisation.

The establishment of an Audit and Risk Committee has proven invaluable with four meetings in the past year. External audits have been completed within the past calendar year for both the 2017-18 and 2018-19 financial years. Council has made significant progress toward achieving outstanding external audit matters. New processes have also been implemented to ensure that reporting and follow up occurs on Council policies and other controlled documents scheduled for review. Significant progress has been made in identifying, tracking and updating these documents and a Records Management Strategic Plan is nearing completion.

This first Council in Focus report will be presented to the October 2019 Council meeting, outlining a range of reportable figures over the previous quarter, providing Council and the community with a snapshot of the scope of works currently undertaken, trends occurring and the relevant explanations where possible.

In the Information Communication Technology (ICT) space, Council reported an improvement in service delivery, including introduction of monthly reporting, reduction in outstanding tickets and completion of desktop, laptop and

phone renewals. The new ICT Strategic Plan is almost finalised and the ICT team has implemented a new organisational intranet, which has provided a centralised point of information for staff.

Significant improvement was made in Council's organisational registers, including the swimming pool, trade waste, infringement and asbestos registers. A review of Council's delegation registers was also completed. Council has begun implementation of the Risk Management Policy and Framework and the operational risk register and strategic risk register were finalised.

Substantial achievements were made in finance with the identification of more than \$6 million in potential savings and revenue increases, a number of which have been incorporated in the 2019-20 budget, resulting in a \$700,000 saving when compared to the 2018-19 position. Strengthening relationships with Traditional Owner groups with regular engagement has resulted in positive change in the land tenure area.

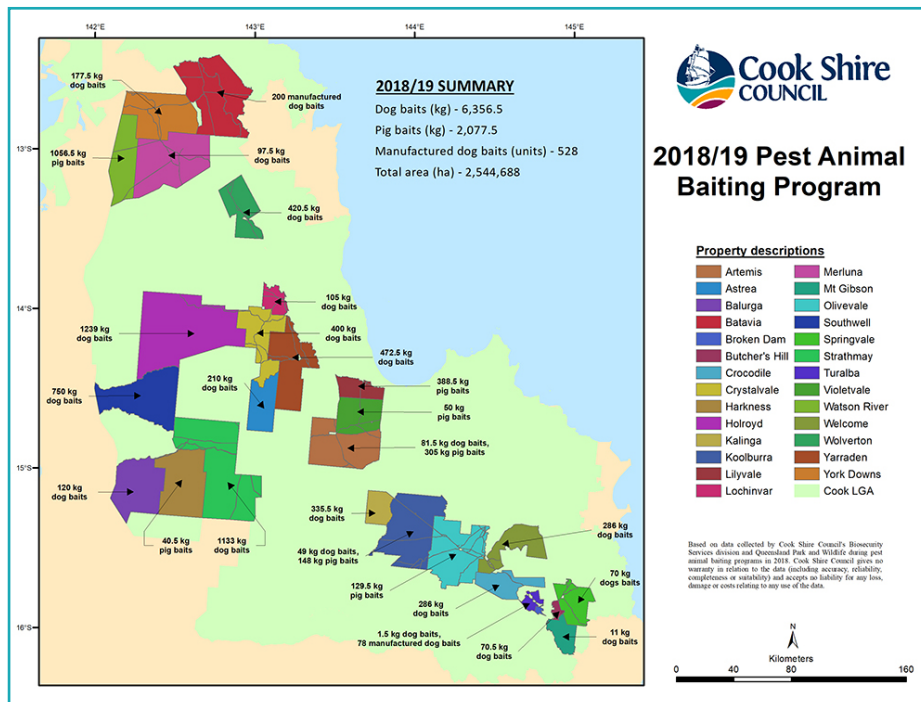
The Cooktown Cemetery and Conservation Plan was reviewed. The 2018-19 Biosecurity Plan was successfully delivered and the Healthy Dog - Healthy Communities Program continues to be successful, with a significant increase in dog registrations received from pet owners in Coen.

After lengthy community consultation, amendments to the Cook Shire Council Planning Scheme were approved by the Minister for State Development, Manufacturing, Infrastructure and Planning.



## Pest Animal Baiting Program

Council's Biosecurity Services team implemented a Pest Animal Baiting Program during the 2018-19 financial year. 27 properties participated in the program with more than 2.5 million hectares potentially treated. Final figures indicate that 6.36 tons of wild dog bait and 2.1 tons of feral pig bait were injected by Biosecurity staff through the course of the program, with a further 528 manufactured wild dog baits supplied to landholders.



## Healthy Dog - Healthy Community program

The Healthy Dog - Healthy Community program is funded through Queensland Health and advocated for by the Ministerial Champion Program for Coen. \$249,625 has been received since 2018 to administer the program to Coen and Laura, with results indicating a reduction in mange and an increase in dog registrations.

## Cooktown Cemetery Blitz

More than 30 Council staff, including the Mayor, Chief Executive Officer and two directors, as well as a team from the Yuku Baja Muliku Rangers, gathered at the Cooktown Cemetery to undertake works outside the resources of Council's Parks and Gardens team. Armed with hats, water, rakes, buckets and gloves, the team respectfully cleared graves of weeds and leaves.



## Council Plumbing Inspector hits the road for remote inspections

Council's Plumbing Inspector Bruce undertook plumbing compliance inspections at Portland Roads, Restoration Island and Coen, meeting Restoration Island's lone resident, David Glasheen, and fostering an injured wallaby on the trip home.



### Museum development planned

A development permit was issued to the National Trust of Australia (Queensland) for alterations and additions to the James Cook Museum. The new development will involve significant changes including a revitalised exhibition structure, undercover entrance walkway, a new extension to the rear of the building to replace the existing annex, new disabled access, fixing the existing elevator, upgraded car parking on both the Helen and Furneaux Street frontages, and more.

Council ensured that the development will minimise impacts on the heritage building, as well as address any essential maintenance requirements to ensure the heritage value of the site is retained for future generations.



### Training for man's best friend

Qualified dog trainer Louise Hayne visited Cooktown in July, providing free dog training sessions to the community as part of Council's commitment to animal care and education. She also visited Cape York Aboriginal Australian Academy Coen Campus and the Laura State School to provide education on dog safety to the students. All of Louise's sessions were provided free of charge to Council. Feedback on the sessions was extremely positive, with all participants requesting further dog training opportunities. Pictured is Cooktown resident Kylie White who took advantage of the free sessions to gain some tips on training her new pup Meg.

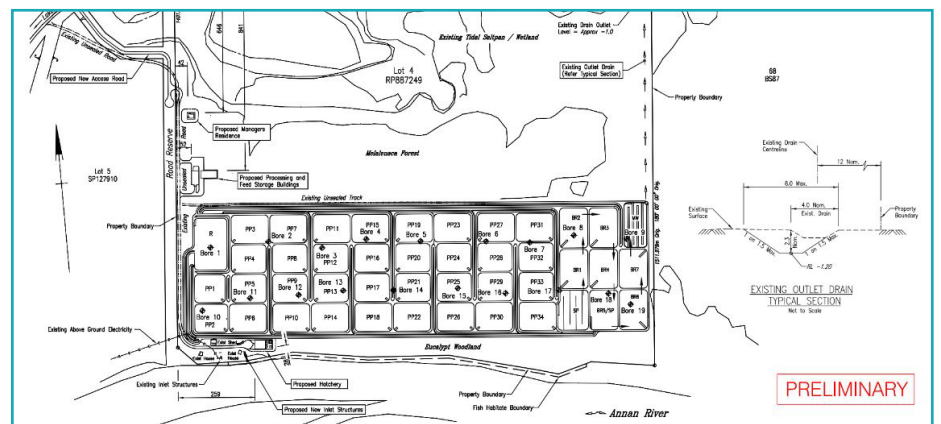


### Busy quarter at RV rest area

Cooktown's RV rest area, at the Cooktown Racecourse, had 567 visitors in July, 532 in August and 214 in September. The RV area is for a maximum two night stay, and only for fully self contained vehicles.

### Prawn farm redevelopment

A development application has been lodged with Council to redevelop the Annan River prawn farm south of Cooktown, as an intensive pond farming system with a hatchery and processing facility. The proposal seeks to re-establish a hatchery and pond production area of 34 hectares on the existing developed land using water recirculation methods, and to discharge pond water through 9 hectares of treatment ponds.





## Infrastructure department

The last stages of a minor restructure of the Infrastructure directorate are being implemented, with the new look directorate working well together as a team. The aim of the restructure was to strengthen the Shire's in-house capacity and ability in two areas in particular - project management and asset management. The formation of a new Engineering team and Assets Management team has boosted those capabilities.

The Engineering team is focused on project management, disaster reconstruction, and development and engineering controls and standards and has already made significant positive changes to project management processes and procedures. A newly created Assets Management team will be headed by a new Manager Assets due to commence work in the next couple of weeks. Council has also adopted the recently created Asset Management Policy and four separate Asset Management plans.

The Shire's Disaster Recovery Funding Arrangements (DRFA) team is processing a record \$50 million works program, following one of the most damaging wet seasons on record. In addition the DRFA team has applied for about \$11.8 million in betterment funding for the Shire's road and drainage network. The works team has geared up and are on track to deliver the reconstruction works program with 17 contracting teams working with the Shire's roads and bridges crews. The construction season of up to nine 13-day shifts (13 12-hour days every three weeks) across the Shire's entire road and drainage network will also be one of the longest.

Substantial progress has been made in waste management with a new waste transfer station master plan approved, and a tender released for a new refuse collection contract. Significant progress has been made in improving waste disposal sites in remote areas including Coen and

Portland Roads. The leachate management system for the old Cooktown landfill site has been made operational following the discovery of an unnoticed fault.

Many parks, road verges and the Cooktown cemetery have benefitted from additional attention, with a Cemetery Blitz in Cooktown bringing together staff from all departments of Council, including Councillors and directors, along with the Yuku Baja Rangers, to provide services outside the scope of the small Parks and Gardens team. Community safety has been improved in Cooktown with arborist-recommended tree remediation and removal works completed.

The Shire's water and wastewater infrastructure has been strengthened with the sewerage treatment ponds and fence at the Laura Sewerage treatment plant completed and the elevated reservoir at the water treatment plant at Laura replaced. Replacement of water mains in Walker, John and Howard streets in Cooktown and return activated sludge pumps and mixers has been completed. The aeration system in the Sewerage Treatment Plant in Cooktown and the reservoir at Four Mile Hill has been replaced, and valves and hydrants in Lakeland have undergone maintenance.

Improvements to the fleet and heavy machinery management and records has resulted in better informed decisions in the area.

A Disaster Management Officer role was created, providing improvements in Council's coordination and management of disaster preparation and response. The officer has also been instrumental in improving regional fire preparedness and increasing community education, while also facilitating better coordination with emergency services. The role has also enabled Council to review its disaster preparedness and disaster management documentation.



### Fire safety boosted at Laura

Cook Shire's Fire Management Group coordinated a hazard reduction burn in Laura in August. The burn was carried out by Laura Rural Fire Brigade, with assistance from Council's Disaster Management Officer, Laura Ranger Ted and the Marton Rural Fire Brigade. The team burnt from Deighton Road on the northern end of the town, past the airstrip to the southern end of town, minimising the future threat of wildfire from the east this bushfire season. The Fire Management Group comprises stakeholders from across the Shire, including Council, government departments, ranger groups, land trusts, Aboriginal corporations and landholders.

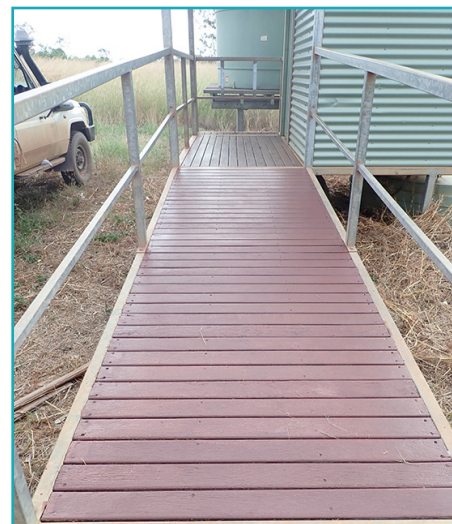
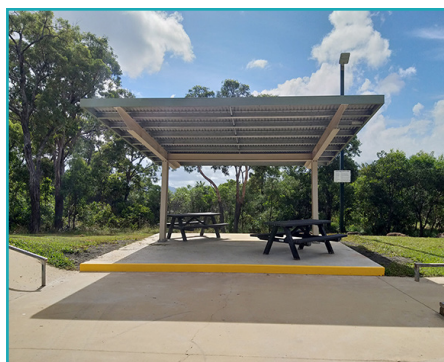


### Maytown Road upgrade

In collaboration with Western Yalanji Traditional Owners and local contractors, Council graded and widened Maytown Road. Prior to works starting Council engaged Traditional Owners to undertake a cultural heritage inspection of the route and to act as cultural monitors during the works. The project was funded by the Queensland Government's Works for Queensland program.

### Shade for Cooktown skaters

Council installed several shaded picnic tables at the Cooktown Skate Park after extra shade was requested by park users and spectators, and following consultation with local youth who use the park. The project was funded by the Queensland Government's Works for Queensland program.



### Busy maintenance schedule

Council's Building and Facilities team has delivered multiple maintenance programs throughout Cook Shire, including painting tables and replacing and painting damaged boards on the access ramp at the Bamaga turnoff rest facility.

### Upgrade for remote Portland Roads community hall

Portland Roads Hall upgrade including installation of a new water system for the Hall and outdoor shower, repainting the inside of the hall and access ramp and repainting the toilet block. The project was funded by the Queensland Government's Works for Queensland program.



### “ Works for Queensland completed on time and budget

Other Works for Queensland projects completed in the July to September quarter include renewal works at the Rossville Hall, maintenance and upgrades to the JS Love Building in Coen and Nature's PowerHouse in Cooktown, and painting at the Cooktown Events Centre.





### Irrigation upgrade for oval

The ageing and damaged John Street Oval irrigation was upgraded with support from the Queensland Government's Get in the Game program. Following the irrigation works, turf damage and old line markings were top dressed and fertilised, and new line marking completed. The oval was re-opened ahead of schedule in mid August.



### Upgrade for flood-prone crossing on busy Poison Creek Road

The culvert at No Name Creek on Poison Creek Road was replaced by Council's bridge crew to help mitigate flooding on the busy road.



### Years of experience in Council's workforce

Kane, our highly skilled loader driver, taking a short break while working at Portland Roads with the Council civil works crew. Kane has worked in infrastructure and civil works with Council for 26 years.

### On the job training for plumbing apprentice

Apprentice plumber Mikel getting on the job training laying sewer for the new change rooms at the John Street Oval. These works assisted Mikel with his practical studies as part of his training.



### Upgrades for town streets

Council sealed Buhmann Street (left). May Street was also asphalt sealed, and kerb and channel installed. These projects were funded by the Australian Government's Roads to Recovery (R2R) program, and Queensland Government Transport Infrastructure Development Scheme (TIDS).



### Four Mile Reservoir replaced

The old and failing Four Mile Reservoir has been replaced. The project was completed thanks to part funding from the Department of Local Government, Racing and Multicultural Affairs.





## Annan Water Treatment Plant



## Council joins national study

### Makeover for treatment plant

The Cooktown Sewerage Treatment Plant recently had a small makeover. The mixers and returned activated sludge (RAS) pumps used to be on stands in the aeration tanks. The stands could not be inspected because the tank cannot be drained. The pumps and mixers were moved outside the tank for easy maintenance and the stands were removed. Pictured is Council staffer Thommo (top) and the new mixer. Also pictured are the divers who unbolted the RAS pump stands at the bottom of the tank.

Council staff member Lee working at the Annan Water Treatment Plant running *E. Coli* tests. Council completes its own *E. Coli* testing and sends samples to a National Association of Testing Authorities accredited lab every three months for quality control. The Annan operators work 365 days a year to ensure Cooktown has high quality water.

Council is participating in a country wide study called SewAus, facilitated by the University of Queensland and Queensland Alliance for Environmental Health Sciences. This study uses wastewater analysis to estimate the release of chemicals, including pharmaceuticals, lifestyle chemicals and unintentional exposure to environmental pollutants in the Australian population.

### Sewerage Treatment Plant

Council staff, with local contractors Cooktown Crane Hire (pictured right) replacing air diffusers as part of preventive maintenance at the Cooktown Sewerage Treatment Plant digester.



## Council's fleet management team hit the road to keep disaster recovery crews working



The Council workshop crew travel up to the road crew camps to maintain and service Council equipment on site. The skilled workshop crew look after heavy earthmoving equipment such as graders, rollers, backhoes,

trucks, and also light vehicles. A fair amount of planning occurs before travelling up so that parts can be pre-ordered, and any other works on the trip can be completed. Pictured above left is workshop

boilermaker Mark replacing the wear pads on Council slasher skids. Middle is diesel fitter Ricky carrying out maintenance to a Cook Shire Council vehicle and (right) sealing a fuel tank in Coen.



### Taking the chopper to work

Council's Parks and Gardens team flew to Mt Cook by helicopter to complete contracted maintenance of the Queensland Emergency Services' helipad and transmission tower. The crew cleared overgrown vegetation, including the track entrance to the lookout on the southern side.



### Portland Roads foreshore restored following cyclone damage

Restoration works on the foreshore at Portland Roads are nearly complete, following damage by Cyclone Trevor earlier this year, which stripped away sand and caused vegetation damage.



### William Daku Park

Cook Shire Council has planted a dozen new trees to help provide shade at William Daku Park.

The trees planted are Spanish Cherry (*Mimusops elengi*), Beauty Leaf (*Calophyllum inophyllum*) and Red Beech (*Dillenia alata*).



### Steam weeding

Mitch from Council's Parks and Gardens crew undertaking weed control along the Charlotte Street gutters using the steam weeder appliance. Although much slower than herbicide application, the steam weeder delivers instant results and can be used in all weather and reduces Council's reliance on herbicides.

### Disaster Relief Funding Arrangements (DRFA) interesting facts



### Seedling removal at monument

Council's Buildings and Facilities and Parks and Gardens teams removed three small strangler figs which had taken root on Cook's Monument. The work was carried out using Council's elevated work platform.

Council is responsible for the maintenance and repair to almost 3000km of roads. 2437km of Cook Shire roads are unsealed. There is seven years of historical data on our roads, which amounts to approximately 3.9TB in 15 million files, both documents and images, which is the equivalent of five photos per meter across the entire road network. In the 2018 season alone

Council captured 641GB of flood damage photos. Videos of each road are taken at a speed of 40-50km per hour, with a photo distance of 4m apart. Each photo has a GPS meta data reference that allows the DRFA team to match completed works as part of the funding acquittal process. Above are examples of photos of the damage and corrective works on the Port Stewart Road.