

# Operational Plan

2022-23



## **Acknowledgement of Country**

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

## **About the Operational Plan**

The operational plan is an annual document which outlines activities and actions Council will undertake for the financial year 2022/23 in accordance with the adopted budget. These activities and actions directly align to Council's Corporate Plan 2022-2027 themes and strategies:

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

## **Measuring Performance**

Quarterly reports will be presented to Council that document the progress towards the completion of the adopted Operational Plan.

## **Managing Risk**

The operational planning process includes the management of council's strategic and operational risks. Implementation of the Operational plan will be undertaken in accordance with Council's Risk Management Framework.

# Operational Plan 2022-2023

## Theme 1. PLACES FOR PEOPLE

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

**PLA 1** Advocate with State and Federal Governments for Resolution of Land Tenure constraints impacting on Cape York Peninsula

**PLA 2** Advocate with key stakeholders for the growing residential population to be provided with access to diverse, affordable and accessible lifestyle housing options.

**PLA 3** Improve the amenity value and sustainable uses of our streetscapes and public open spaces

**PLA 4** Adopt a place-based approach to development in our town centres and gathering places to increase activation, improve wayfinding and create inviting and attractive destinations for all communities.

Strategic Objective	Project	Outcome	Responsibility	Funding	
				Grant \$	Council \$
PLA 2	Housing Development Incentive Strategy	Formulation of an Incentive Strategy to attract housing development to Cook Shire	DCEI		100,000 (In-kind support)
PLA 2	Council Housing Project	Award of tender for Stage 1 Housing Project and negotiation for development completed	ELT		Existing Operational Budget
PLA 4	Economic Development and Investment Services	Development of concierge program to guide potential developers and investors through Council policies and processes to support Council's Economic Development, Trade and Investment Strategy.	DCEI		Existing Operational Budget
PLA 4	Preliminary Future Planning for Lakeland	Internal desktop gap analysis of all existing planning documents to guide future planning scheme review completed	Planning & Environment		5,000
PLA 4	Cemetery Operations Review	Efficiency review of Cooktown and Coen cemetery operations completed	Planning & Environment		Existing Operational Budget
PLA 4	Water/Wastewater Planning	Expansion plan for water/wastewater network in Cooktown drafted	Infrastructure		50,000

## Theme 2. WELLBEING AND EMPOWERMENT

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

**WEL 1** Support communities across the shire to become more resilient, self-sufficient and sustainable, with a continued focus on genuine regional collaboration.

**WEL 2** Facilitate and advocate for the provision of regional education facilities delivering a wide range of tertiary and vocational study and training opportunities.

**WEL 3** Advocate for a full-range of regional health services providing our communities with 'whole of life' care.

**WEL 4** Support, acknowledge and celebrate indigenous cultural heritage and history and foster the development of productive partnerships with indigenous people and groups across the Shire.

Strategic Objective	Project	Outcome	Responsibility	Funding	
				Grant \$	Council \$
WEL 1	Cooktown Airport Fire Equipment	Water quick fill facility installed at Cooktown Airport	Disaster Management	20,000	
WEL 1	Coen Community Recovery Event	Community Recovery Event held in Coen	Disaster Management	12,000	
WEL 1	Creative and Cultural Needs Assessment	Undertake an arts and cultural needs and interests assessment in each main community and implement programs or initiatives and/or align support programs accordingly	CEI/RASN	RASN	
WEL 2	Cooktown Botanic Gardens Community Profile	Increased use of the Gardens' living assets for education, recreation and science (No of programs/activities)	Infrastructure		Existing Operational Budget
WEL 3	Regional Aged Care Services Project	Advocacy and securing of appropriate capital funding. Securing of accredited service provider.	ELT		Existing Operational Budget
WEL 4	RAP Implementation Project	Implementation of prioritised RAP initiatives in accordance with the RAP Action Plan	Indigenous Partnerships		20,000

## Theme 3. ACCESSIBILITY AND CONNECTIVITY

### *A growing Shire that supports active, connected and mobile communities*

**ACC 1:** Preserve access to the range of natural areas throughout our region and balance the conservation of natural values with our lifestyle expectations.

**ACC 2:** Encourage the development of partnerships to promote investment in state-of-the-art and efficient telecommunications services that meet the growing needs of our region.

**ACC 3:** Advocate for efficient, effective and sustainable freight links across the shire to provide flexible and cost effective solutions for industry.

**ACC 4:** Support active transport to enhance walking and cycling in Cook Shire and ensure our pedestrian and cyclist networks are well-designed, safe, accessible and encourage increased use.

<i>Strategic Objective</i>	<i>Project</i>	<i>Outcome</i>	<i>Responsibility</i>	<i>Funding</i>	
				<i>Grant \$</i>	<i>Council \$</i>
ACC 4	Targeted walking and cycling promotional campaign	Deliver 2 targeted programs and events to encourage people to cycle and walk more often.	DCEI		Existing Operational Budget
ACC 4	Walking and cycling tourism	Capitalise on opportunities to promote walking and cycling tourism in the region, including annual cycling events.	DCEI		Existing Operational Budget

## Theme 4. ECONOMIC DEVELOPMENT

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

**ECO 1:** Improve Investor confidence and foster a “can do” attitude that encourages investment and assists businesses to develop, with a focus on emerging industries.

**ECO 2:** Adopt Land Use, Transport and Infrastructure planning methodologies with encourage and facilitate public and private sector investment and development.

**ECO 3:** Advocate for a sustainable, viable and active waterfront in Cooktown

Strategic Objective	Project	Outcome	Responsibility	Funding 22/23	
				Grant \$	Council \$
ECO 1	Economic Trade and Investment Strategy	Economic Trade and Investment Strategy complete including identifying options to increase tourism accommodation in Cooktown	DCEI		20,000
ECO 1	Rates Revenue Growth Strategy	Strategy to organically increase rateable properties developed.	CEI		Existing Operational Budget
ECO 1	Tourism Marketing Strategy	Tourism marketing strategy developed to increase visitation	Manager Tourism and Events		20,000
ECO 2	Electric Car Charging Stations	Identify options, including the potential to collaborate with local businesses, for the provision of Electric Car Charging stations in Lakeland and Cooktown	DCEI		Existing Operational Budget
ECO 2	Cooktown Airport Aviation Park Sub-division	Plan of Sub-Division developed and adopted by Council. Marketing campaign developed and rolled out to attract lessees to the Aviation Park.	Property & Commercial Services		40,000
ECO 2	Land use transport Infrastructure and Governance Framework	Accurate Asset data base and Asset development Plans created	Infrastructure		Existing Operational Budget

## Theme 5. ENVIRONMENTAL RESPONSIBILITY

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

**ENV 1** Encourage investment in alternate energy and water efficiency initiatives, including consideration or emerging technologies.

**ENV 2** Manage proactively invasive plants and animals to protect the Shire's natural environment.

**ENV 3** Encourage residents to reduce, reuse, re-purpose, re-gift and recycle waste.

Strategic Objective	Project	Outcome	Responsibility	Funding	
				Grant \$	Council \$
ENV 1	Lakeland Water Allocation	Secure appropriate water allocation to meet future growth needs of Lakeland	Infrastructure		Existing Operational Budget
ENV 1	Zero Net Emissions Strategy	Adoption of a Zero Net Emissions (Carbon Neutral) Strategy for Council and support for community progress towards Queensland's Emissions Reductions Target	DCEI		Existing Operational Budget
ENV 2	Bio-Mass Grass Management Strategy	Strategy and action plan developed to manage the distribution and spread of Bio-Mass grasses on roadsides	Biosecurity		Existing Operational Budget

## Theme 6. ORGANISATIONAL CAPABILITY

**Outcome: An organisation characterised by strong leadership, good governance, effective community engagement and excellence in delivery**

**ORG 1** Manage council's activities and decision-making with strategic oversight, transparency and accountability.

**ORG 2** Plan and manage the Shire's resources and assets in an efficient and sustainable manner.

**ORG 3** Focus on collaborative projects that add value to the Shire's economic, social and environmental outcomes.

Strategic Objective	Project	Outcome	Responsibility	Funding	
				Grant \$	Council \$
ORG 1	ICT Governance Framework	Develop an ICT Governance Framework as identified in Item 1 of the ICT Strategic Plan 2021-2025	ICT		Existing Operational Budget
ORG 1	ICT Systems Improvement	Implement two Business System improvements as identified in sections 2 and 3 of the ICT Strategic Plan 2021-2025: On-line Requisitioning and E-Services	ICT		Existing Operational Budget
ORG 1	Council Website Update	Website updated to include enhanced functionality and on-line access to services as identified in section 2.2 of the ICT Strategic Plan 2021-2025.	Media and Marketing		50,000
ORG 1	Customer Service Charter Review	Review and update of Council's Customer Service Charter completed	Customer Experience		Existing Operational Budget
ORG 2	A safe place to work	Action plan developed to address improvements identified in WHS Audit. Priority improvements addressed.	WHS		Existing Operational Budget



## Theme 6. ORGANISATIONAL CAPABILITY (cont.)

***Outcome: An organisation characterised by strong leadership, good governance, effective community engagement and excellence in delivery***

**ORG 1** Manage council's activities and decision-making with strategic oversight, transparency and accountability.

**ORG 2** Plan and manage the Shire's resources and assets in an efficient and sustainable manner.

**ORG 3** Focus on collaborative projects that add value to the Shire's economic, social and environmental outcomes.

Strategic Objective	Project	Outcome	Responsibility	Funding	
				Grant \$	Council \$
ORG 2	Grow your Own – Staff Development	A process for engaging and upskilling current staff and local people to fill staff vacancies within Council developed and implemented	Human Resources		Existing Operational Budget
ORG 2	Housing our own – Council staff housing	Options for Council investment in staff housing identified and action plan developed	HR/Property		Existing Operational Budget
ORG 3	DA Process Review - to identify and address real and perceived barriers to development including assessment time and standard conditions	DA Process review complete and recommendations considered for implementation	DOBS/Planning and Environment		Existing Operational Budget
ORG 3	Community Engagement Plan and Framework	Community Engagement Plan and Framework complete and implementation commenced	DCEI		Existing Operational Budget
ORG 3	Cook Shire Youth Council	To support, advocate and engage with youth service providers to facilitate Youth Council activities and programs	DCEI		\$5,000

# Funding Dependent Operational Projects

Projects itemised below have been identified as operational initiatives that will be desirable: they will further Council's progress toward meeting its strategic priorities as provided in the Cook Shire Council Corporate Plan. Projects in this section depend on successfully sourcing external grant funding. Once funding is sourced the project will become an active Operational Initiative.

## Theme 2. WELLBEING AND EMPOWERMENT

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

Strategic Objective	Project	Outcome	Responsibility	Funding		Notes
				Grant \$	Council \$	
WEL 1	Virtual Reality Immersive Experiences	Development of immersive digital solutions for a range of challenges and opportunities, potentially including a healthy dogs program, disaster resilience building and cultural awareness training and knowledge capture	DCEI / Indigenous Partnerships	100,000		
WEL 2	Country University Centre Cape York	Subject to funding approval, appoint an experienced board, fit-out study hub premises, recruit staff and operationalise the centre	DCEI	\$1.6m	\$60,000 ((\$20,000 per year x 3)	

# Future Operational Initiatives

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Projects itemised below have been identified by Councillors as priority areas for the Region to be further developed during the current Council term. Current resourcing does not provide the capacity to pursue these initiatives in the current financial year.

<i>Corporate Plan Priority Area</i>	<i>Identified Concept</i>	<i>Projected Timeframe</i>
WELLBEING AND EMPOWERMENT 3	Concept plan for animal welfare facility incorporating a new animal pound, in Cooktown	In line with WTS planning