



Cook Shire  
COUNCIL

# Corporate P L A N

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## Acknowledgement of Traditional Owners

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 clans across our vast Shire and to elders and leaders past, present and emerging.

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# WELCOME from the MAYOR



**PETER SCOTT**  
Cook Shire Council Mayor

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

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

A result of consultation and feedback from residents gathered during the development of the Community Plan, the Corporate Plan is a guide to creating connected communities, a desirable lifestyle and realising opportunities.

It is very much a community-focused plan built on a foundation of collaboration and partnerships intended to deliver on our residents' needs.

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

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

These themes will underpin Council's efforts to deliver the projects and services needed to support the Shire, including delivering jobs in sectors such as experiential tourism, health and wellness, and agriculture.

As a forward-looking document, the Plan seeks to ensure we are prepared for the future through the implementation of initiatives such as the Accelerate Cook Shire Trade and Investment program and the Innovation Task Force, which will help Council to adapt to tomorrow's challenges today. This includes a focus on renewable energy projects with the potential to deliver economic and environmental benefits for our community. The plan also focuses on celebrating our wonderful location and the opportunities it presents, so that local families can enjoy our spectacular natural environment.





# Council's Strategic Planning Framework

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

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

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

The diagram below shows the interrelationship between the various planning documents which Council uses to achieve the aspirations of the community.



# Who We Are

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



## Council's Role

Council performs a complex role in the community and has a broad range of roles and responsibilities.

Council will use the following role statements to guide its decision making to determine the role Council will undertake in fulfilling its obligations. This approach ensures Council stays focused on its core responsibilities, using resources efficiently and effectively, whilst collaborating with others to achieve desired outcomes.



### Information Provider/Promoter

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

### Advocate

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

### Facilitator/Initiator

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

### Agent

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

### Part Funder

Contributing part resourcing to a service for which others have responsibility

### Direct Service Provider

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

### Regulator

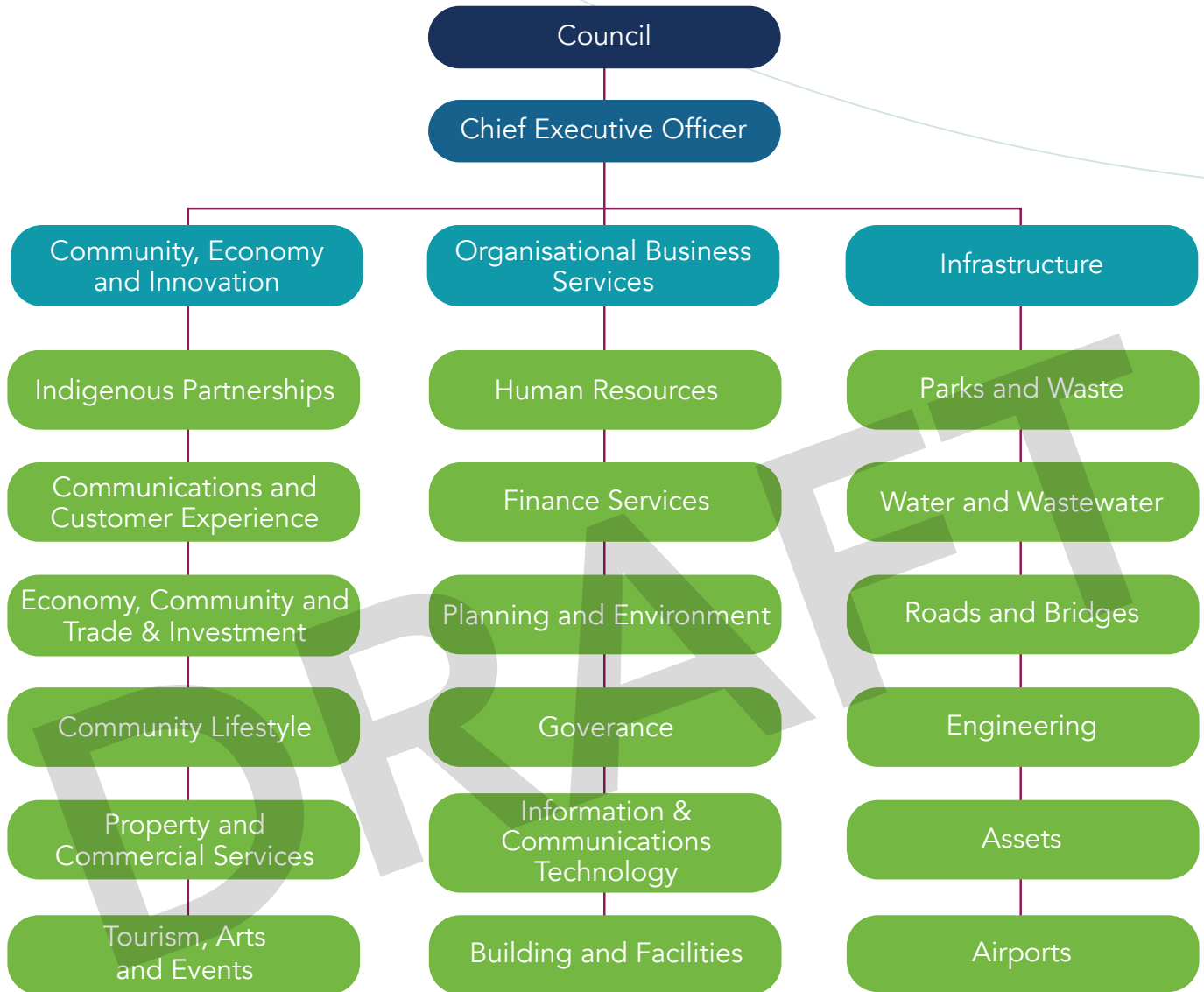
Required by legislation to provide a specific service

### Owner/Custodian

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

# Organisation Structure

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





# Council's Vision

## Respecting people, place and progress

Following the development of its Ten-Year Community Plan, Council is focused on pursuit of a vision which captures the community's aspirations for the future of the Shire:

- The traditional **people** of the Shire have inhabited these lands for millennia and have at their heart a culture of mutual respect, which endures to this day;
- Their connection to **place**, enriches their essence of being and is to be celebrated; and
- A desire that Council strives for **progress** to make this a better place for all in which to live, work and recreate.



# Corporate Plan Development Process

Council's Corporate Plan was developed through a series of facilitated workshops involving the Mayor, Councillors and members of Council's Executive Leadership Team.

The process considered:

- The Ten-Year Community Plan Themes;
- Existing strategies across Council;
- Progress on the previous Corporate Plan;
- Emerging projects and issues; and
- Opportunities and challenges identified through the Community Plan planning process.

## Community Input Into the Corporate Plan

The community was involved in the development of the Corporate Plan through formal consultation using a specially-designed Community Feedback Survey.

Engagement also occurred through the community engagement portal on Council's website, supported by:

- Media promotion, including digital marketing and social media;
- Pop-up conversations at markets across the Shire;
- Promotion in Council libraries and customer service centre.

The feedback received from these processes was collated and used to assist in the development of the Corporate Plan.





# COMMUNITY PLAN THEMES

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





# Places for People

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

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

- Pla 1a. We will regularly discuss the land tenure issues with relevant State Government Departments to identify ways to resolve these issues to enable the Shire to develop as a lifestyle destination
- Pla 1b. We will investigate the potential for a joined up approach with TCICA to resolving land tenure issues within the Cape and Torres region to ensure that the region thrives into the future

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

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

### PLA 3 INCREASE NATIVE PLANTING AND URBAN CANOPY IN THE PUBLIC REALM INCLUDING TREE PLANTING IN ROAD RESERVES, VERGE GARDENS AND STRATEGIC GREENING OF THE SHIRE'S ASSETS

- Pla 3a. We will progressively implement relevant recommendations in the Cooktown and Lakeland Active Transport Plans as funding allows in order to increase the urban canopy across the Shire

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

- Pla 4a. We will seek funding to progressively develop Local Area Plans for key population centres to encourage place-based development of these centres to increase their attractiveness as a lifestyle destination

#### HOW WE WILL MEASURE OUR PROGRESS

- Number of engagements with State Government Departments around land tenure issues
- Outcome reports produced detailing the results of engagement with TCICA
- Number of engagements with State and Federal Departments around housing development
- Progress reports on engagement with the development industry
- Progress reports on implementation of recommendations in the Cooktown and Lakeland Active Transport Plans
- Adoption of local area plans for key population centres

# Wellbeing and Empowerment

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

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

- Wel 1a. We will develop mutually beneficial partnerships with Health and Wellbeing Queensland and other State and Federal agencies to improve the environments in which we live, work, learn and recreate to improve community health and wellbeing
- Wel 1b. We will investigate opportunities for the Laura community to collaborate with Lakeland to ensure both communities benefit from the investment in the Lakeland Dam and other major projects

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

- Wel 2a. We will investigate the feasibility of developing a regional education facility to deliver a range of vocational and tertiary courses to enable graduates to study and work in the region

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

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

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

- Wel 4a. In line with the Uluru Statement from the Heart and in partnership with Traditional Owner Groups, we will investigate ways to give a voice to First Nations people to empower their communities to become more resilient, self-sufficient and sustainable
- Wel 4b. We will support the implementation of the Actions in Council's Reconciliation Action Plan to support, acknowledge and celebrate Indigenous culture, develop productive partnerships and empower Indigenous people
- Wel 4c. At the end of the term of the RAP, we will conduct a review the effectiveness of the implementation of the RAP to inform the development of Council's next Stretch RAP

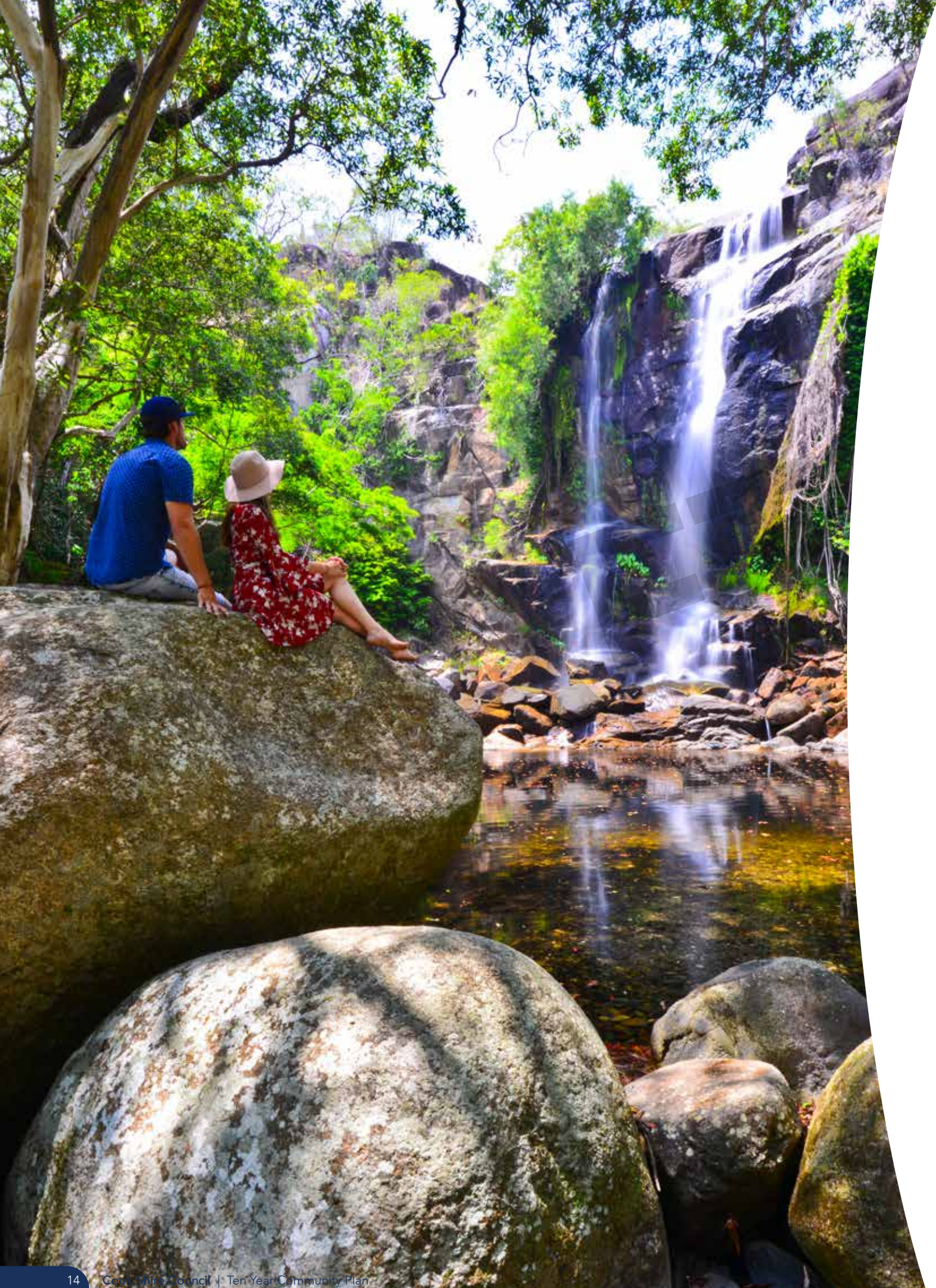
## *How we will measure our progress*

- *Preparation of health and wellbeing outcome reports*
- *Outcome report for Laura*
- *Completion of the education feasibility study*
- *Completion of the health needs study*
- *Completion of RAP Actions*
- *Completion of the RAP Effectiveness Review*
- *Progress report on First Nations' community empowerment*











# Accessibility and Connectivity

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

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

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

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

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

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

- Acc 3a. Through existing networks, we will continue to advocate for all-year-round, all-weather transport and freight solutions
- Acc 3b. We will investigate the feasibility of advocating with the State and Federal governments to provide freight subsidies to encourage increased disaster resilience and the economic development of the Shire

**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**

- Acc 4a. We will progressively implement the recommendations in the Cooktown and Lakeland Active Transport Network Plans as funding allows to encourage a healthy and active lifestyle
- Acc 4b. We will seek funding to enable Active Transport Network Plans to be developed for other identified priority areas within the Shire

*How we will measure our progress*

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

# Economic Development

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

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

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

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

- Eco 2a. Ensure that the Planning for Growth Review of the Planning Scheme positions the Shire to encourage public and private sector investment through flexible land use, transport and infrastructure planning processes
- Eco 2b. Streamline access to Council’s licences, permits and other regulatory requirements through participation in the Queensland Business Launchpad service to encourage small business development

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

- Eco 3a. Develop an Advocacy program in partnership with the Cooktown Chamber of Commerce and Tourism to encourage for investment in the Cooktown waterfront
- Eco 3b. Explore the feasibility of developing a seafood and agricultural co-operative to enable fresh seafood and other produce to be sold locally
- Eco 3a. Evaluate the potential to declare a portion of the Endeavour River waterfront area as a Priority Development Area (PDA) to encourage private sector investment in and development of the Cooktown waterfront area

## *How we will measure our progress*

- *Completion of the update of the Economic Development Strategy*
- *Launch of the Concierge Service*
- *Outcome report on the development of Accelerate Cook Shire Trade and Investment program*
- *Completion of the Planning for Growth Review*
- *Active participation in the Business Launchpad service*
- *Development of the waterfront advocacy program*
- *Completion of a seafood market feasibility study*
- *Completion of the PDA feasibility study*







# 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 ALTERNATIVE ENERGY AND WATER EFFICIENCY INITIATIVES, INCLUDING CONSIDERATION OF EMERGING TECHNOLOGIES

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

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

- Env 2a. Investigate the potential to establish a regional coordination group to enable a Cape York Peninsula-wide approach to invasive plant and animal management
- Env 2b. Revisit the previously completed Game Meat study for currency and potential implementation across the Shire as a way to sustainably manage invasive animals
- Env 2c. Encourage the development/promotion of commercial opportunities along Cape York Peninsula roads and National Parks to offset operational costs, such as waste collection and disposal

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

- Env 3a. Develop a Cook Shire Waste Reduction Strategy that reflects industry best practice to reduce the amount of waste going to landfill
- Env 3b. Progress the implementation of the Cooktown Waste Transfer Station development as funding allows to sustainably manage the disposal of the region's waste
- Env 3c. Investigate and identify opportunities to reuse waste locally and implement initiatives where feasible to reduce the amount of waste being produced
- Env 3d. Establish the Lakeland Waste Transfer Station as a pilot site for best practice waste management processes in line with the future development of Lakeland

### *How we will measure our progress*

- *Reduction in the amount of waste going to landfill*
- *Development of the Cooktown Waste Transfer Station*
- *Increase in the reuse of waste in the Cooktown region*
- *Trial of best practice waste management processes in Lakeland*



# Organisational Capability

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

ORG 1 FOCUS ON COLLABORATIVE PROJECTS THAT ADD VALUE TO THE SHIRE'S ECONOMIC, SOCIAL AND ENVIRONMENTAL OUTCOMES

- Org 1a. Develop an organisational Engagement Strategy to capitalise on opportunities to collaborate and partner with governments, investors and philanthropists
- Org 1b. Ensure that opportunities for future residential, commercial and industrial development in all parts of the Shire are maximised

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

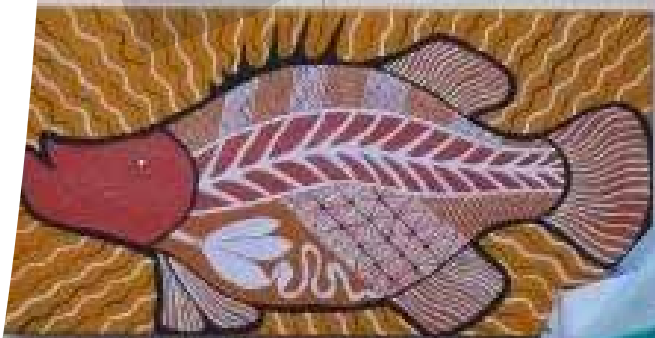
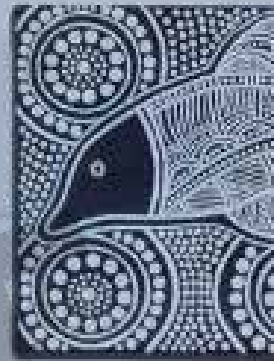
- Org 2a. Ensure that land releases and housing development supports private individuals, Council and other agencies via the provision of suitable long-term accommodation
- Org 2b. Ensure that Planning outcomes support the anticipated high growth in Lakeland as a residential, industrial and retail hub

ORG 3 ADOPT A FINANCIALLY INTELLIGENT APPROACH TO FINANCIAL BUSINESS MANAGEMENT WHICH IS UNDERPINNED BY A CULTURE OF COST MANAGEMENT, BEST VALUE AND STRATEGIC FINANCIAL ANALYSES

- Org 3a. Ensure that Council's Audit and Risk Committee continues to provide prudent financial and governance oversight
- Org 3b. Ensure that opportunities for investment in technology for business efficiency and customer support are maximised to reduce operational costs and improve the customer experience
- Org 3c. Implement a program to encourage State Government-funded secondments to Cook Shire Council aimed at improving systems and processes and upskilling of local workers

## How we will measure our progress

- *Publication of the Investment Strategy*
- *Residential and commercial development opportunities are explored*
- *Plans are develop to accommodate the potential growth in Lakeland*
- *Effective operation of Council's Audit and Risk Committee*
- *New and improved IT systems are implemented as funding allows*
- *Completion of secondments to Cook Shire*





# APPENDIX A

## Services provided by Council on a daily basis

### Arts and culture

- Indigenous partnerships
- Exhibitions and collections
- Heritage and history
- Workshops

### Business improvement

- Asset management
- Business planning and reporting
- Business processes
- Project management

### Business management

- Acquisition and disposal of land
- Business continuity planning
- Contract management
- Fleet management
- Purchasing and stores
- Property management
- Risk assessment and insurance
- Beneficial enterprises

### Community support

- Advocacy
- Community development, education and engagement
- Grants and sponsorship
- Volunteers
- Child care services
- Engagement and participation

### Community wellbeing

- Animal and pest management
- Community planning
- Community safety
- Disaster management
- Environmental health services
- Local law management

### Customer service

- 24x7 Customer service

### Economic Development

- Business support
- Trade and investment
- Investment attraction
- Tourism development
- Economic development
- Business incubation

### Environmental planning and protection

- On-ground conservation and revegetation
- Stormwater and flood mitigation
- Waterways and catchment management

### Financial management

- Financial services
- Revenue and property
- Grants administration

### Governance

- Civic support
- Democracy and elected members
- Statutory compliance and corporate governance

### HR management and employment

- Recruitment and selection
- Training and development
- Apprenticeships
- Professional placements

### ICT

- Radio/comms towers and transmitters
- NBN and telecoms advocacy

## Infrastructure

- Active travel (footpaths, bikeways, cycle lanes)
- Road network (design, construction, maintenance, drainage, street lighting, traffic monitoring)

## Innovation

- Innovation Task Force

## Libraries and learning

- Digital connections
- Learning
- Library collections

## Marketing and communications

- Communications
- Shire promotion and marketing
- Media services

## Natural environment and sustainability

- Coastal hazard adaptation
- Reef guardianship
- Environmental conservation

## Parks and open space

- Cemeteries
- Shire presentation and beautification
- Parks development and management
- Botanic gardens

## Recycling and waste management

- Community waste education
- Waste and recycling collection
- Waste disposal

## Regional representation

- TCICA, FNQROC, LGAQ LGMA, TTNQ

## Shire development

- Construction taskforce
- Restoration of public assets
- Development assessment
- Investigation services

## Shire planning and policy

- Infrastructure planning
- Strategic planning and policy
- Policy, procedure development

## Sport and leisure

- Active programs
- Community halls facilities
- Sport and recreation facilities

## Tourism development

- Events and festivals
- Trade shows and events
- Web development
- Advocacy

## Water supply

- Water conservation
- Water supply

## Wastewater management

- Resource management
- Wastewater collection













# Cook Shire COUNCIL

10 Furneaux Street, Cooktown QLD 4895  
PO Box 3 Cooktown, Qld 4895

Ph: + 61 4082 0500

Email: [mail@cook.qld.gov.au](mailto:mail@cook.qld.gov.au)

[www.cook.qld.gov.au](http://www.cook.qld.gov.au)

[www.cooktownandcapeyork.com](http://www.cooktownandcapeyork.com)

