



DOUGLAS SHIRE COUNCIL

OPERATIONAL PLAN 2024-2025

Introduction

Douglas Shire Council's Annual Operational Plan 2024-2025 provides the operational focus that will guide the organisation to deliver the final Corporate Plan 2019-2024 initiatives.

The Operational Plan provides the framework to support the organisation to operationalise the goals of the Corporate Plan by setting out the specific activities, timelines and measures, which helps to maintain focus and provide transparency as the Council progresses the delivery of the Operational Plan objectives.

The 2024-2025 Operational Plan focuses on rebuilding and recovering the Douglas Shire following Tropical Cyclone Jasper in December 2023.

Executive Summary

Douglas Shire Council's Annual Operational Plan 2024-2025 has been developed in alignment with the themes and areas of focus of the Corporate Plan 2019-2024, as required by section 175 of the *Local Government Regulation 2012*. Identified key strategic projects and services are also incorporated into this Operational Plan. These include activities that align with the Event Specific Recovery Plan for Tropical Cyclone Jasper.

Each of the key objectives has defined key performance indicators, to facilitate a process for the measurement of the Council's performance against its key objectives.

Progress against the delivery of the objectives outlined in this plan is reported regularly throughout the year to Council and the community via quarterly performance reports and the Annual Report.

Planning

The Operational Plan is a key component of the Council's strategic planning framework and should be considered in conjunction with other planning documents, including the long-term financial forecast, annual budget, and corporate reporting.

Risk Management

Council is committed to implementing a systematic risk management methodology that identifies and addresses areas of potential risk within the Council in a manner that is consistent with Australian Standards. Effective risk management is governed by an Enterprise Risk Management Framework that establishes the relationship between Council's various risk management components and processes.

A key element of the Risk Management Framework is Council's Risk Register. This register details how significant risks to the organisation are described, assessed, and managed. It is maintained in accordance with Council's Risk Management Policy and the Enterprise Risk Management Guidelines.

Corporate and strategic risks are reviewed on a quarterly basis in alignment with the nominated review dates. Operational risks are monitored and reviewed on a regular basis and escalated where appropriate.

Planning and Performance Reviews

The Douglas Shire Council's Planning Strategy, supporting the Vision, Corporate Plan, Operational Plan and Budget is the council's Planning and Performance Review Process. Management Strategy meetings are held fortnightly and set out the monthly planning work to be performed.

- Yearly review of the Corporate Plan outcomes to ensure the Council is working to deliver the Vision and that the Vision hasn't changed due to changes in the community.
- Chief Executive Officer quarterly reporting to Council on the performance of the implementation and progression of the Operational Plan.

The Planning Framework ensures Council doesn't lose sight of the Vision for the future and illustrates, to staff, Councillors and the Douglas community, our commitment to delivering the Plan.



Theme 1 - Celebrating Our Communities

Douglas Shire Council embraces the diversity of our communities and values the contribution that all people make to the Shire. We recognise that it is a core strength of the region. We acknowledge our past so that it may guide us into the future. We recognise the wrongs done to our Indigenous community and we actively seek to reconcile so that we may all benefit from and enjoy our Shire. We acknowledge early European settlers who forged an agricultural base for our economy, and we welcome all new arrivals as part of our broader community.

Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.				
	Operational Plan Initiative	Description	Target	Department
1.1.1	Reconciliation Action Plan	Develop and implement a Reconciliation Action Plan.	<ul style="list-style-type: none"> Reconciliation Action Plan finalised and adopted. 	Community Services
1.1.2	Public Art & Placemaking	Support creative projects and initiatives that empower our communities to express their connection to place.	<ul style="list-style-type: none"> Develop and deliver public art and placemaking initiatives that are community led. 	Community Services
1.1.3	Regional Arts Development Fund (RADF)	Review and improve the RADF program to address issues of inclusivity and accessibility.	<ul style="list-style-type: none"> The RADF program includes creatives from a wider range of arts, abilities, audiences and target markets in the Douglas Shire. 	Community Services
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.				
	Operational Plan Initiative	Description	Target	Department
1.2.1	Update the Douglas Local Disaster Management Plan	Update the Douglas Local Disaster Management Plan (LDMP) with a focused Risk Assessment.	<ul style="list-style-type: none"> The LDMP is updated after risk assessments are completed. 	Environment and Planning
Goal 3: We will develop programs that promote health, well-being, and safety in the community.				
	Operational Plan Initiative	Description	Target	Department
1.3.1	Creative Recovery: healing communities and building resilience through creative engagement	Embed Creative Recovery as an initiative resilience building to facilitate healing, wellbeing, address loss of connection and trauma experienced through disasters.	<ul style="list-style-type: none"> Facilitate Creative Recovery Workshops. Facilitate activities from the federally funded Tri Shire Creative Recovery program. 	Community Services
Goal 4: We will promote arts and culture programs and events that bring vibrancy to the community and compliment the tourist experience.				
	Operational Plan Initiative	Description	Target	Department
No Initiatives identified for 2024/2025.				

Theme 2 - Fostering Sustainable Economic Growth

A robust economy is at the heart of a thriving community and enables investment in environmental protection. While our remoteness is a key attribute, it also presents challenges for attracting new business and investment. We must also meet the challenges of fierce competition in the tourism sector. Council will partner with industry to build, diversify and promote the Douglas economy. Council will design and deliver infrastructure, strategies and services that support the local economy and businesses.

Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.				
	Operational Plan Initiative	Description	Target	Department
2.1.1	Economic Impact Analysis of TC Jasper	Undertake economic impact analysis of TC Jasper on the Douglas Shire economy to help support further advocacy activities and/or resilience planning.	<ul style="list-style-type: none"> Economic Impact Analysis complete. 	Community Services
2.1.2	Communications Plan for future disaster events	Apply key learnings identified through TC Jasper recovery planning to develop a communications action plan for businesses as part of the early response stage in the event of future natural disasters.	<ul style="list-style-type: none"> Communications Plan complete. 	Community Services
2.1.3	Progress a purpose built Local Disaster Coordination Centre	Continue attempting to source grant funding for a functional safe and purpose-built Multi-Purpose Training and Local Disaster Coordination Centre (LDCC) is constructed.	<ul style="list-style-type: none"> Submit funding applications to relevant grant funding bodies and continue lobbying for funds for this project. 	Community Services
2.1.4	Council building audit for disaster preparedness	Improve the capacity of Council assets to function during and after disaster events.	<ul style="list-style-type: none"> Undertake a risk audit of essential Council owned and operated buildings for exposure to flood damage. Review the Building Evacuation Register – to gain access to facilities and put arrangements in place with external property Owners/Managers. 	Infrastructure
2.1.5	Daintree Ferry – Replacement	Progress the design and approvals for a new Daintree Ferry.	<ul style="list-style-type: none"> Ferry ownership/operating model finalised. Ferry design and construct tender released. 	Infrastructure
2.1.6	Port Douglas Splash Park	Commence build of Port Douglas Splash Park.	<ul style="list-style-type: none"> Construction of Port Douglas Splash Park complete and operational. 	Project Office
2.1.7	Continue to support and partner with the State for the development of the Wangetti Trail as this is a State Government project	Finalise infrastructure requirements, preferred route, and land tenure for the Mowbray North section.	<ul style="list-style-type: none"> Partner with State Government to deliver Phase 1 and 2 of the Wangetti Trail. 	Environment and Planning / Community Services
Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment.				
	Operational Plan Initiative	Description	Target	Department
2.2.1	Audit for Eco Destination Certification	Participate in an on-site independent audit to maintain the Shire's current Eco Destination Certification.	<ul style="list-style-type: none"> Undertake an independent audit to maintain our current certification. 	Environment and Planning
Goal 3: We will develop strategies that seek to diversify the Shire's economic base.				
	Operational Plan Initiative	Description	Target	Department
No Initiatives identified for 2024/2025.				

Theme 3 - Leading Environmental Stewardship

Our visitors and residents deeply value the unparalleled environment in which we live. We recognise our responsibility in protecting and preserving our natural world for generations to come. We understand the strong link between the environment and the economy: they are interdependent. Douglas Shire will be at the forefront of environmental protection by developing strategies, setting policies, and working with all stakeholders to become the envy of and to inspire locations across Australia and the World.

Goal 1: We will protect our sensitive environment and plan for the impact of climate change.				
	Operational Plan Initiative	Description	Target	Department
3.1.1	Sustainable Waste Management at Events	Encourage sustainable practices at events, including supporting the culture of BYO reusables and provision of recycling bins where they are unavailable commercially.	<ul style="list-style-type: none"> Engagement with event organisers to encourage sustainable waste management at events. 	Environment and Planning
3.1.2	Plastic Free Places	Continue to participate in the Plastic Free Cairns and Douglas Program, managed by Boomerang Alliance, which assists businesses to reduce or eliminate single-use plastic items from their supply chain. This includes a "Choose to Reuse" Program funded by the State Government.	<ul style="list-style-type: none"> Implementation of the new pilot program "Choose to Reuse". 	Environment and Planning
Goal 2: We will implement programs that reduce and offset our environmental footprint.				
	Operational Plan Initiative	Description	Target	Department
3.2.1	TC Jasper Environmental Waste Removal	Continue damage assessments and address environmental waste and damage.	<ul style="list-style-type: none"> Complete removal of environmental waste particularly evident in the Degarra area and the Bloomfield Valley. 	Environment and Planning
3.2.2	Degarra Pest Program	Develop a program for the prevention and spread of weeds and pests around the Degarra area.	<ul style="list-style-type: none"> Program has been developed, implemented and progress monitored effectively. 	Infrastructure
3.2.3	Implement actions under the Reef Guardian Council Program	Deliver on Actions listed in the Action Plan.	<ul style="list-style-type: none"> Deliver on actions listed in the Action Plan. Continue progressing RGC grant funded projects until 2026 end date. 	Environment and Planning
3.2.4	Illegal dumping program	Continue the illegal dumping program through a combination of education, investigation, and enforcement.	<ul style="list-style-type: none"> Update the Illegal Dumping Strategy with the aim of moving towards a circular waste economy. 	Environment and Planning
3.2.5	Update Council's Waste Reduction Plan	Update Council's Waste Reduction and Recycling Plan to align with Queensland's Waste Strategy, reducing waste to landfill and increasing resource recovery.	<ul style="list-style-type: none"> Council's Waste Reduction and Recycling Plan is updated. 	Environment and Planning
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.				
	Operational Plan Initiative	Description	Target	Department
3.3.1	Water Security Upgrades	Continue improvements to the water supply network to improve water security.	<ul style="list-style-type: none"> Improve network monitoring and pressure management. 	Water and Wastewater
3.3.2	Mossman River intake	Part of the Douglas Shire water security strategy. Progress the intake as a matter of urgency to avoid Rex Creek water license exceedance by 2025/26.	<ul style="list-style-type: none"> Progress second water intake for Mossman. Continue to implement water intake resilience planning and upgrades to improve water security and quality for the community. 	Project Office / Water and Wastewater

Goal 4: We will partner with the community to educate and monitor.

	Operational Plan Initiative	Description	Target	Department
3.4.1	Waste Education	Implementation of Council's Waste Education Plan for schools, businesses and community groups.	<ul style="list-style-type: none"> Continue to implement Council's waste education program to increase recycling rates, reduce contamination and reduce waste to landfill. 	Environment and Planning
3.4.2	Water Education	Part of the Douglas Shire water security. Continuation / development of the water education program and resources to support messaging for the Douglas Shire water security strategy.	<ul style="list-style-type: none"> Implement a water sustainability education program to inform the community, particularly school children, of the water cycle and how everyone utilises water and the impacts on the Reef from our water choices. 	Water and Wastewater
3.4.3	Eco-Creativity & Sustainability	Develop a strategy for arts and culture that embeds eco-creativity as a key pillar for creative events, initiatives and activities for the shire.	<ul style="list-style-type: none"> Strategy complete and adopted by Council. 	Community Services

Goal 5 - We will recognise the contribution that Traditional Owners make to the protection of the environment.

	Operational Plan Initiative	Description	Target	Department
No Initiatives identified for 2024/2025.				

Theme 4 - Inclusive Engagement, Planning and Partnerships

In delivering for our communities, economy and environment, Douglas Shire will ensure open and transparent engagement and communication. We will develop robust strategic plans and we will partner with our community and key stakeholders.

Goal 1: We will implement transparent decision-making through inclusive community engagement and communication.				
	Operational Plan Initiative	Description	Target	Department
4.1.1	Repairs to roads from TC Jasper	Prepare and submit Restoration of Essential Public Assets (REPA) submissions to QRA.	<ul style="list-style-type: none"> Restoration of Essential Public Assets (REPA) has commenced for both Council and TMR. 	Infrastructure
4.1.2	Planning Scheme Amendments to align the Scheme with the Planning Act 2016 and improve the functionality of the Scheme	Planning Scheme Amendments to align the Scheme with the Planning Act 2016 and improve the functionality of the Scheme.	<ul style="list-style-type: none"> Planning Scheme amendments drafted and submitted for State Interest Review. 	Environment and Planning
4.1.3	Develop a five year communications strategy	This plan will focus on how Council can improve communications across the organisation and through digital channels. It includes the My Douglas initiative that will improve Council's website.	<ul style="list-style-type: none"> Strategy completed. 	Community Services
Goal 2: We will develop forward-looking strategies for the future of our communities, and we will ensure balanced and appropriate planning decisions.				
	Operational Plan Initiative	Description	Target	Department
4.2.1	Develop a Five Year Strategy for Arts, Culture and Creativity 2024-2029	This strategy will underscore the objectives of the Corporate Plan; align to the Economic Development, Tourism & Events, and Heritage Strategies; support the Reconciliation Action Plan; and align to State Governments objectives for arts and culture.	<ul style="list-style-type: none"> Strategy is drafted and adopted by Council. 	Community Services
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.				
	Operational Plan Initiative	Description	Target	Department
4.3.1	Local Housing Action Plan	Further develop Local Housing Action Plan.	<ul style="list-style-type: none"> Continue advocacy for more affordable housing. 	Community Services
4.3.2	Community Strategic Plans	Create a timeline for the for the development of Community Strategic Plans for Port Douglas, Mossman and the Daintree Community.	<ul style="list-style-type: none"> A plan outlining the time frames for the development of Community Strategic Plans is endorsed by Council. 	Community Services / Environment and Planning

Theme 5 - Robust Governance and Efficient Service Delivery

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.				
	Operational Plan Initiative	Description	Target	Department
No Initiatives identified for 2024/2025.				
Goal 2: We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.				
	Operational Plan Initiative	Description	Target	Department
5.2.1	Level of Service Register	Create a time line for the development of a register that lists the level of service for activities conducted by Council.	<ul style="list-style-type: none"> A plan outlining the time frame for the development of the register is endorsed by Council. 	Governance
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.				
	Operational Plan Initiative	Description	Target	Department
5.3.1	Commence new certified agreement discussions	Negotiations for new certified agreement to begin in November 2024.	<ul style="list-style-type: none"> Implement a new Certified Agreement for Council. 	People, Safety and Culture
Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events.				
	Operational Plan Initiative	Description	Target	Department
5.4.1	Community Disaster Resilience Reserve	Investigate the establishment of a Community Disaster Resilience Reserve.	<ul style="list-style-type: none"> Seek grant funding to establish a storage space and relevant supplies. Liaise with the Queensland Evacuation Facilities Working Group. 	Environment and Planning
5.4.2	Update Douglas Resilience Strategy	Update the Douglas Resilience Strategy to prepare for future impacts of disaster events.	<ul style="list-style-type: none"> Update the Douglas Disaster Resilience Strategy and scorecards. Delivery of community education and awareness programs to increase community preparedness. 	Environment and Planning
5.4.3	Bloomfield Valley Plan	Collaborate with neighbouring Councils to strengthen FNQ cross-border relations.	<ul style="list-style-type: none"> Continue development of a Bloomfield Valley plan. 	Environment and Planning