

6.10. REPORT FROM THE CHIEF EXECUTIVE OFFICER FOR PERIOD OCTOBER TO DECEMBER 2023

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DEPARTMENT Office of the Chief Executive Officer

RECOMMENDATION

That Council notes the Report from the Chief Executive Officer for the period October to December 2023.

EXECUTIVE SUMMARY

This report presents an outline of the operational initiatives and progress made by Council's staff from October to December 2023. It should be read in conjunction with the Operational Plan Progress Report and Capital Works Tracking report for a full understanding of the activities undertaken in Quarter 2 of 2023-2024.

BACKGROUND

This report continues the practice established in early 2014 to provide an overview of the operations to Councillors and the community on a quarterly basis. The aim of these reports is to communicate how the administration is managing the diverse activities and challenges arising in the course of Council's business, and to summarise work in progress and the milestones achieved.

Council's administration continues to extend an open invitation to the community to provide feedback, at any time, on any aspect of Council's service delivery, or on broader issues that pertain directly to Council's business. The organisational goal of continual improvement will be always better informed if staff have a greater understanding of the community's observations, and so we welcome and encourage all comments.

COMMENTS

Council Officers are working hard to undertake the initiatives that Councillors approved in the 2023-2024 Operational Plan and this report highlights Quarter 2 achievements from across the varying departments of Council.

PROPOSAL

That Council notes the Organisational Report Card and the Report from the Chief Executive Officer for the period October to December 2023.

FINANCIAL/RESOURCE IMPLICATIONS

As this report focuses on Quarter 2 of the 2023-2024 financial year, Council's operations are conducted in accordance with the 2023-2024 Budget adopted on 11 July 2023.

RISK MANAGEMENT IMPLICATIONS

The Council's operations have been subjected to an early risk assessment process, which will shortly be followed by the finalisation of the Risk Policy and a comprehensive Enterprise Risk Management Plan.

SUSTAINABILITY IMPLICATIONS

- Economic:** The twin pillars of financial and economic sustainability underpin all Council's operations.
- Environmental:** Environmental management is a priority consideration in the delivery of all Council operations and services
- Social:** The diverse communities of Douglas are Council's clients. Council's operations, services and programs are designed and delivered to support the people of Douglas.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

Council's operations are conducted as required by the *Local Government Act 2009*, and in accordance with all applicable policies and the Douglas Shire Council's Operational Plan 2023-2024 adopted on 30 May 2023.

Corporate Plan 2019-2024 Initiatives:

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 3 - *We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.*

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance.

The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

In fulfilling this, Council plays many important roles within the Community as Service Provider, Regulator, Funder, Advocate, Facilitator, Information Provider, Agent, Builder/Owner and Custodian.

Council will balance all of the roles while delivering on the vision of Council in an efficient and effective manner.

CONSULTATION

Internal: All Departments of Council have contributed to the development of these reports.

External: Nil.

ATTACHMENTS

1. Report from the Chief Executive Officer for October to December 2023 [6.10.1 - 88 pages]

DOUGLAS SHIRE COUNCIL

REPORT FROM THE CHIEF EXECUTIVE OFFICER

2023 - 2024

October - December 2023

BUILDING OPPORTUNITIES FOR DIVERSE DOUGLAS
PROVIDING COMMUNITY BENEFITS AND SERVICES
SUPPORTING ECONOMIC GROWTH
PROTECTING THE ENVIRONMENT
ENGAGING WITH OUR COMMUNITIES

DOUGLAS
SHIRE COUNCIL

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OFFICE OF THE CHIEF EXECUTIVE OFFICER

Early-morning evacuations, inspecting generators by torch light and watching anxiously as flood water crept towards Council's back door – the events that unfolded in December took me and the rest of Douglas Shire Council staff out of our comfort zones.

There are no words to describe the courage, care and tenacity the team has displayed during Tropical Cyclone Jasper and the flooding that occurred after.

Council and emergency services staff went to extraordinary lengths to keep our community safe – sleeping in swags in the office, evacuating 200 people at three in the morning and staff coming to work while their own homes were damaged.

Our efforts were admirable but it soon became apparent we needed outside help and Council made a desperate plea for help to Canberra for military support.

The community was without power, sewerage and running water at the time.

Thankfully our calls for assistance were finally heard and by Day 10 of the disaster help was on the way. The ADF, supply chain experts, water engineers and geotech road engineers touched down to lend a hand while bottles water, medical supplies and food rations were delivered too. Disaster management experts from across Queensland were also sent to provide much-needed support.

Our water team faced an enormous task of maintaining supply as high levels of sediment (turbidity) were blocking filters and forcing shutdowns at Mossman and Whyanbeel plants. There were some major breaks to water pipes and that added to their workload, which was often completed in trying conditions.

The flooding also had a devastating impact on our road network, with many of our remote communities left isolated because of countless landslips.

The biggest and most problematic landslip was at Noah Rang. a 56-metre pile of mud, rocks, fallen trees and other debris was blocking the way in and out to Cape Tribulation Road. There were concerns of further landslip some careful planning occurred before any major debris removal could begin.

While Noah Range became the focal point of operations, our infrastructure team were working across the region to clear countless roads affected by the disaster.

While a shell-shocked community was grappling with an ever-changing environment, Council was also trying to restore some normality to people's lives.

Our weekly rubbish collection resumed as soon as it was safe to do so, the transfer stations reopened and we added extra hard rubbish collection opportunities. It was heartbreaking to see so many people's possessions stacked in a muddy mess on the kerb but Council felt its swift removal was important first step in the recovery.

For many families Christmas, and the start of the school holidays, was a low-key affair with mums and dads distracted by the disaster and the clean-up that followed. The more than 40 hampers delivered as part of the Mayor's Christmas appeal held extra weight this year as so many people were doing it tough.

Despite this, Council felt it important that the New Year's Eve fireworks displays went ahead, with the aim of bringing some joy to the festive season.

Many of Council's business-as-usual achievements during the final quarter of 2023 feel like a lifetime ago given the amount of time and resources required following TC Jasper. However, they still deserve recognition.

The ferry's davits, which raise and lower ramps, were showing signs of age and were replaced during a six-week program over October and November.

Carnivale is not until May but preparations for this iconic Douglas Shire event start months before. Council is keen to make the 30th anniversary event a memorable one and we were pleased to announce we'd secured the Queensland Symphony Orchestra as the headline act. We live in one of the most beautiful parts of the world and on May 25 we'll have a musical performance to match!

An event which appealed to a different demographic was the opening the Mountain Bike Skills Park at the Port Douglas sports complex. The place was buzzing with kids testing their skills on the jumps, ramps and rocky trails.

An active and engaged community is a vibrant community and that's why Council provides financial support to those organisations making an impact for our residents. During this quarter more than \$50,000 was shared with sporting clubs, community groups and artists who thoroughly deserved a boost during these tough economic times. The library, which became a makeshift shelter following Jasper, continues to host groups that have been left homeless following the flooding event.

It also held five bilingual story time sessions, launched the Kuku Yalanji picture book "Jinkalmu" (which was designed and written by students at Mossman State School) and held author events.

The long road to recovery continues. Thank you to all of our staff for what they've achieved so far.

PEOPLE AND COMMUNITY SERVICES

Libraries

During October and November, Mossman Library hosted five bilingual story time sessions.

Stories were read in Japanese, German, Italian and Kuku Yalanji. The sessions were well attended by families and school groups alike with a total of 131 attendees across the five sessions.

A highlight was the launch of the Kuku Yalanji picture book "Jinkalmu" which was designed and written by students at Mossman State School.



Images: Attendees at the bilingual story time sessions



Image: Attendees at the bilingual story time sessions

A showcase of local authors held in October, provided an entertaining and interactive morning with 30 adults at Mossman Library who enjoyed poetry from local author Rob Hubbard, and presentations from Crystal Leonardi, LJ Kidd, and others.

**LOCAL AUTHOR
SHOWCASE**

CRYSTAL LEONARDI
Facilitator
Bowerbird Publishing

CHANTAL MUNRO
TickleTouch,
An Environmental FairyTale

DEBRA GAVRANICH
The Girl Who Left

SANDY DAVIES
The Power to Rise Above

LJ KIDD
The Inventors Journal

ROB THE POET
It's All Good

Register your attendance at leonardi.crystal@gmail.com

**10am
Tuesday, 10th Oct.
Mossman Library**
Author Talk, Book Signing, Q&A

**DOUGLAS
SHIRE COUNCIL**

Image: Local Author Showcase

A further author event saw the launch of the libraries very own Jeremy Thomas’s book “Ruby Red”. It was an evening event attended by 18 keen fans.



Image: Jeremy Thomas's book launch

The Mossman Library opened between Christmas and New Year and although there was no water, people were able to access power and air-conditioning; a place to charge their devices and escape the heat.



Image: Keeping cool at Mossman Library

Douglas Pool and Caravan Park

School Swimming Programs and Carnivals

During October to December, Mossman Pool saw a surge in activity with 1600 entries from primary and secondary schools participating in swimming programs and carnivals. The influx of students not only bolstered revenue but also reinforced Mossman Pool's position as a vital educational hub.

AIDA Freediving Competition

December marked a historic milestone for Mossman Pool as we hosted the inaugural AIDA Freediving Competition. This event showcased our adaptability and ability to attract niche sporting events, solidifying our reputation as a versatile facility dedicated to aquatic sports and community engagement.

Toy Dive and Community Outreach

The Mossman Pools Annual "Toy Dive" distributed 149 presents to children in need, demonstrating our commitment to community welfare during challenging times. This initiative underscores Mossman Pool's role as more than just a recreational facility.

Community and Economic Development

Local Housing Action Plan

As part of an LGAQ initiative with Council's across Queensland, Douglas Shire Council is developing a Local Housing Action Plan. Over October – December, Council staff worked on the Local Housing Action Plan draft which included regional meetings with the Far North Queensland Regional Organisation of Councils (FNQROC). Douglas Shire Council's *Residential Needs Analysis* was adopted via Council resolution on 26 September 2023 and has informed the draft Local Housing Action Plan.

2024 Carnivale and The Queensland Symphony Orchestra

Council announced the headline act for the Carnivale's 30th anniversary event. The Queensland Symphony Orchestra's, "Symphony under the stars" will take place in Rex Smeal Park on Saturday 25 May as part of the celebrations and will feature the world premiere of the Composition for the Barrier Reef, by acclaimed composer Paul Dean. The QSO's Chief Conductor, Mr Umberto Clerici (pictured), will be in attendance for this once in a lifetime experience. Preparations for the 2024 Carnivale are well underway with the 2024 program to include the wonderland Spiegeltent and signature events.



Image: Chief Conductor Mr Umberto Clerici

Remembrance Day

Council paused to reflect on Saturday 11 November for the 104th Remembrance Day service held at the Mossman Cenotaph. Those in attendance heard moving speeches from the President of the RSL, Ron Savage, Clergy Deborah Kachel, Mayor Kerr and Cr Scomazzon, as the Shire honoured those who passed in the line of duty.

As part of the Remembrance Day service, the RSL presents a special recognition award to students from the Mossman High School who show improvement and commitment to their education and have overcome individual challenges to better themselves. Two students were presented with an award on the day. Mossman High School students accompanied by educator Jenny Guyatt, performed the Australian National Anthem, The Last Post and Rouse.



Image: Mossman Cenotaph – Remembrance Day

Christmas Trees

Council’s Christmas trees received a refresh with new decorations adorning the trees in Mossman and Port Douglas. The new tropical colour pallet brought new life to the trees and proved to be a hit with locals. Unfortunately, the trees had to be packed away in preparation of cyclone Jasper, so their glory was short lived with the silver lining being the decorations will be fresh for Christmas 2024.



Image: Mossman Christmas Tree

Welcome 2024!

Council presented the annual fireworks displays this New Years Eve much to the appreciation of the large turnout of families who decided to put their troubles behind them for a few hours and welcome in 2024 at the family friendly event. The Kids Disco and Fireworks has continually grown each year and has become the go-to event for New Years, with plenty of families arriving early with picnic rugs and chairs to enjoy the atmosphere and socialise with the community. After the unprecedented challenges faced over Christmas, it was wonderful to return to a normal to bring smiles to faces and business back into town.



Image: Kids Disco in full swing. NYE 2024



Image: Kids Disco in full swing. NYE 2024



Image: Kids Disco in full swing. NYE 2024



Image: Happy New Year 2024

Mayors Christmas Appeal

Council distributed 44 hampers to families across the shire, benefiting 94 adults and 136 children. This year, there was an especially heartwarming display of generosity, with financial donations from Bendigo Bank and the Rotary Club of Mossman. Additionally, we received a variety of donated foods and gifts from Quicksilver Group, Ray White Port Douglas, Port Douglas K Hub, Mossman Woolworths, and Mossman Pool. Hampers were packed in under three hours thanks to volunteers from the community and the Rotary Club. Furthermore, the Rotary Club went the extra mile by delivering hampers to community members, on behalf of the Council.



Image: Mayor Kerr at the Mossman Shire Hall

Indigenous Business Month

Council hosted two events for Indigenous Business Month that supported Aboriginal and Torres Strait Islander people with businesses in the Douglas area. This year's theme for Indigenous Business Month was "To gather, Together".

A First Nations Business Community Workshop and Networking Event was held on the 26 October "Under the Raintrees" in Mossman. The event was facilitated by the Department of Employment, Small Business and Training – with presentations from Many Rivers and Gr8Motive. Many First Nations local small business owners turned out for the event including Alison Creek – local Kuku Yalanji artist.

On the 31 October the First Nations Business Leaders Dinner event was hosted at Hughie's Wine Bar in Mossman. The event was facilitated by Chris Anderson, Chairperson of Gr8 Motive Aboriginal and Torres Strait Islander Corporation. The event was attended by many First Nations businesses including Walkabout Tours, Mossman Elders Justice Group, Janbal Gallery, and Yalanji Arts – that had the opportunity to discuss First Nation business owner issues – such as business growth ideas, development options, and working in collaboration. A First Nations business data base was formulated from the event to continue to support First Nations business owners in the Douglas Shire area.



Image: Facilitator – Chris Anderson from Gr8 Motive at Hughie's for Indigenous Business month dinner

Regional Arts Development Fund (RADF) Round One 2023-24

Applications from Round One of the 2023-24 Regional Arts Development Fund (RADF) were formerly assessed by the RADF Advisory Committee on 4 October, with recommendations made to Council to support nine of the applications at the 31 October Ordinary Council Meeting.

Eligible individuals, arts collectives and community groups applied for funds of up to \$5,000 to deliver professional development activities, arts and cultural initiatives, creative programs and events that bring vibrancy to the community, strengthen placemaking, support diversity and inclusivity and promote the role of arts, culture and heritage as key drivers of community wellbeing and liveability in Douglas.

Round One was well subscribed with representation from across a broad range of arts modalities and activities that aim to deliver quality arts and cultural experiences based on locally determined priorities to the Douglas region.

Successful recipients attended a formal Ceremony with the Mayor and Councillors at Council Chambers on Tuesday 24 November. Attendees were awarded certificates by Councillor Abigail Noli, Chair of the RADF Advisory Committee.



Image: Round One RADF Grant Recipients Ceremony

Regional Arts Development Fund (RADF) Program 2023-2024

Councillors unanimously endorsed the 2023-2024 RADF program at the 31 October Ordinary Council Meeting. The program was developed to deliver more broadly across Council's objectives for Arts and Culture in addition to growing and enhancing Cultural Tourism, Placemaking and Public Art.

The 2023-2024 RADF program includes Council Initiated RADF Projects, Regional Art Services Network (RASN) initiatives, Community Arts Grants and a newly developed 'Creators Program' aimed at addressing the gaps identified in the previous five years of RADF programming including inclusivity, diversity, and the opportunity to align the program more effectively to Council and community objectives and desires.

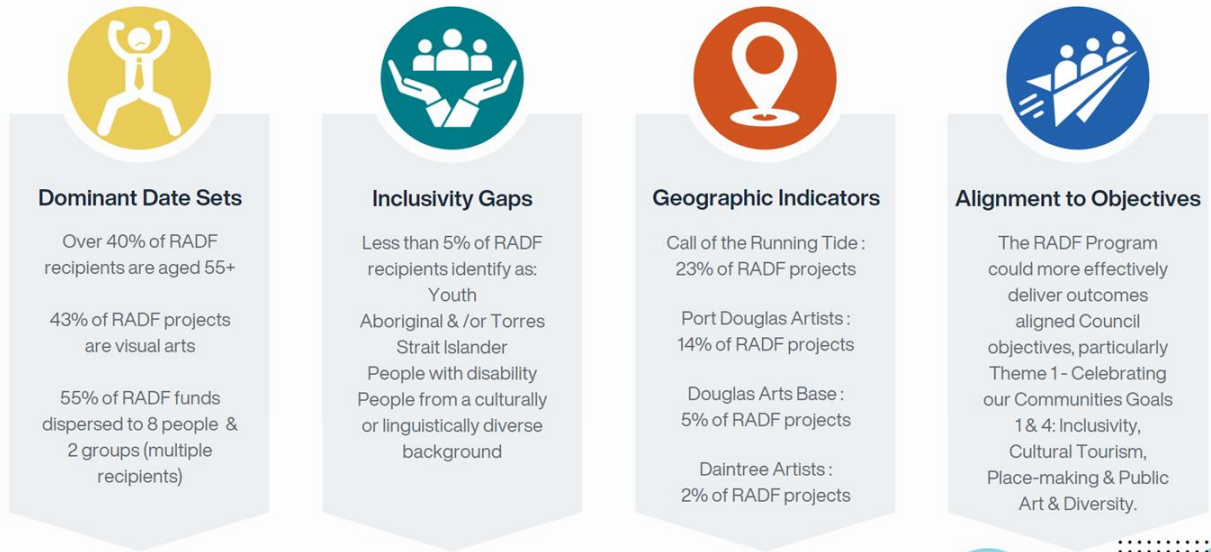


Image: A review of the RADF Program 2019-2023 identified both gaps and strengths in the program to date

The 2023-2024 program is centred on key themes of:

1. Connecting to Place
2. Eco Creativity & Sustainability
3. Vibrant Spaces & Places
4. Collaboration & Advocacy

RADF Projects for 2023-2024 will be delivered via two community grants streams, Council initiated projects, Regional Arts Services Network (RASN) initiatives, and a newly developed ‘Creators Program’ which addresses the gap in inclusivity and diversity of the previous RADF program.

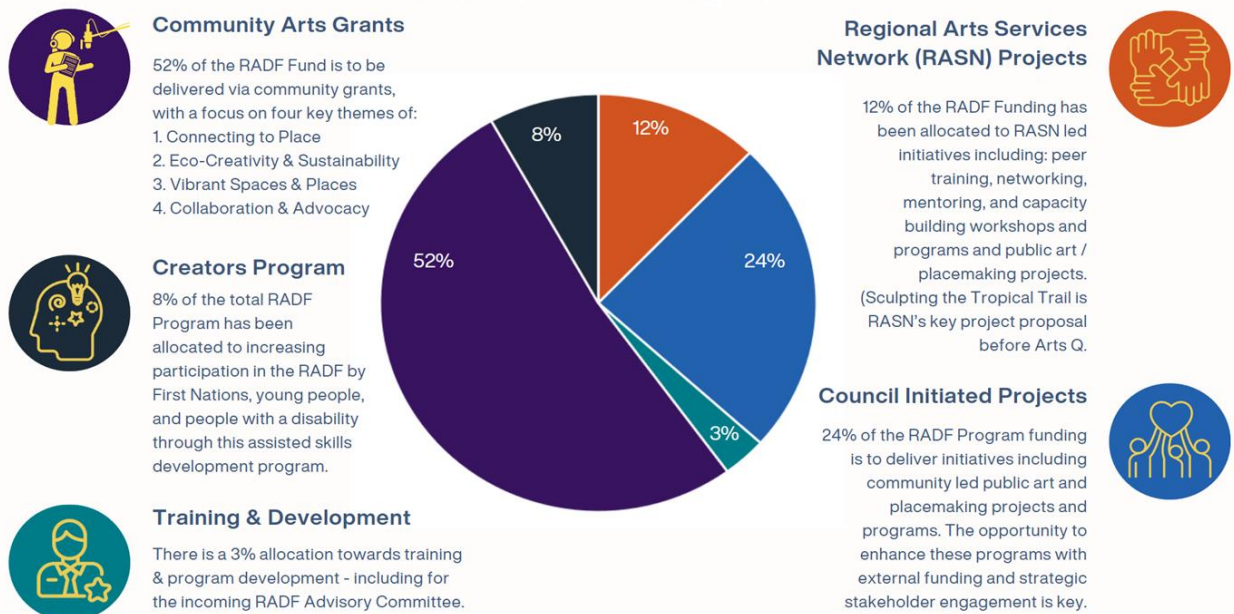


Image: A snapshot of the RADF Program for 2023-2024

Public Art & Placemaking: Newell Beach and Mossman

Council recognises the importance of providing recreational, placemaking, and beautification initiatives that embrace the history and heritage of Douglas and help shape the region’s sense of place, liveability, community pride, and diversity.

At the 12 December Ordinary Council Meeting, public art and placemaking proposals were unanimously endorsed as key community led public art projects for 2024, as detailed:

| Project Name | Project Description | Project Timeline | Project Budget |
|--------------------------|--|---------------------|----------------|
| Newell Beach Placemaking | The Newell Beach wharf precinct has been identified by the community as an ideal setting to install an historic placemaking piece that recognises the long-time fishing & residential community dating back to the 1940's. | Jan 2024 – Jul 2024 | \$50,000 |
| Mosaics for Mossman | The mosaics for Mossman project is a continuation and extension of the Front Street beautification works, and the several mosaic projects throughout the region that have engaged and connected the local creative community and resulted in vibrant works that reflect the stunning natural assets of the region. | Jan 2024 – Jul 2024 | \$30,000 |

Sport and Recreation

Mountain Bike Skills Park opens

The Douglas Shire let the good times roll Saturday 2 December at the official opening of the community's first mountain bike skills park, a game changer to the region as mountain biking is one of the fastest growing adventure tourism opportunities in our country. The amped up morning saw nearly 150 high spirited locals take a spin on the track, with other riders flying through the air, tricking it up on the jump course.

The ribbon was cut by Mayor Michael Kerr, followed by the inaugural first lap that included himself, Councillors and other delegates to mark the occasion. Throughout the morning the fanfare included a local legends jump display, skills clinics, roaming animals from the Wildlife Habitat, and a tastebud pleasing sausage sizzle.



Image: Mayor and councillors on the new mountain bike training circuit at the Port Douglas Sports Complex

Council throws down shade at Pétanque piste

The Port Douglas pétanque group will be playing more comfortably with council resolving to allocate finances from the 2023-2024 emergent discretionary fund to install a shelter at the Port Douglas pétanque piste in accordance with the Sports Master Plan. This will permit protection and relief year-round from sun and rain to users that are predominately an older population of the Douglas Shire community who continue to be active and socialise.



Image: Port Douglas Petanque piste

Refurbishment of the Mossman Pump Track at George Davis Park on Foxton Ave

The Mossman Pump Track which opened in June 2019 has been given a boost with a rejuvenating refurbishment. This unique track, which is believed to be the first themed design of its kind, features the iconic and well-known saltwater crocodile, which inhabits the estuaries in the area. The design was chosen by the entire community.



Image: Mossman Pump Track saltwater crocodile design

Port Douglas Markets

The start of the quarter was booming at the Port Douglas Markets, with everyone making the most of the beautiful weather and bringing record stallholder and visitor attendance. We welcomed a number of new stallholders who brought in new and exciting products complementing our unique market.

After the decision was made to cancel two market days to ensure safety during the cyclone and flood, we were extremely excited to be the first event held within the Shire after the disaster. Stallholders in attendance had a great day and it was fantastic to see the community out and about supporting our local stallholders and each other.

We have had many committed stallholders who live in the northern beaches, Cairns and even Babinda, making the longer trip up through the Kuranda range to attend the Port Douglas Markets. Many are spending the night in Port Douglas on the Saturday night, supporting our local businesses.

The Port Douglas Markets was the first event to reactivate in the Douglas Shire to enhance some normality in weekend events that could be attended by locals who had otherwise experienced a tough time in the previous weeks post disaster.

We are looking forward to another fantastic year at the Port Douglas Markets supporting our local creative artists, artisans and local produce stall holders as well as continuing to generate a tourism drawcard in the Douglas Shire.



Image: Port Douglas Markets

Media and Communications

It was a busy quarter for Council's media team with the outcomes of TC Jasper, and the flooding that followed, triggering unprecedented interest in the Douglas Shire.

In the final few weeks of December, Council participated in 100 television and radio interviews.

There were 123 social media posts on a range of topics including water disruptions, road works, power outages, rubbish collection and community support events.

Nearly 40 updates appeared on the DSC website.

Before the disaster, the media team promoted the mountain bike skills park opening, the upcoming visit of the Queensland Symphony Orchestra's visit for Carnivale, the Daintree River ferry upgrade, plans for a new playground at Rex Smeal Park, and the Love Food Hate Waste challenge.



Image: Mayor Kerr being interviewed

Property Services

Tenure

Not for profit community and sporting groups were invited to make application to formalise tenure arrangements in the later half of the year. Upon receipt of applications, the Property team will work with groups to finalise arrangements in line with the Tenure Policy, adopted by Council in August 2023. Formalising tenure arrangements will ensure that groups are afforded clarity and security of tenure, and that tenure is afforded fairly and equitably.

Human Resources

As we advanced into the end of the year it was business as usual for the team in Human Resources.

Human Resources has provided ongoing support to employees post TC Jasper. Converge International, Council's Employee Assistance Program provider was engaged to provide on-site support with specialised consultants available for individual staff members and teams. A visit was scheduled on 21 December 2023 that provided staff with face-to-face counselling services, in particular for those staff members impacted or requiring support. Further on-site counselling support will continue to be available for our staff as we move into the new year.

Recruitment activities over the last quarter has resulted in a range of staff changes within several departments. This has been the direct result or flow-on effect of a range of staff movements including staff turnover, internal staff appointments, secondments and the appointment of new staff to Council.

A series of training programs were held in the lead-up to Council's annual shutdown. Specific workplace training (accredited and non-accredited) was delivered in the Microsoft Suite, First Aid and CPR, Managing Aggressive and Difficult Subjects (MADS), Investigation Skill Set and Woodchipper. Council's Local Laws team participated with several other Councils in one of the workshops (split over three (3) days) on Dangerous Dog Management (assessing and handling) that was hosted at Cairns Regional Council.

Council is committed and supports the wellbeing of our employees with sessions continued to be delivered on Mental Health Awareness. A range of internal training continued with sessions regularly delivered in InfoXpert, Maps (Council's online mapping tool) and the Douglas Organisational Learning (DOL) in-house training suite that has recently included new session on Online Timesheets that is currently being delivered to specific work units.

Council is working with an alliance of other Council's in the delivery of Water Industry Worker (WIW) training program with several staff participating in the current round in Certificate III Water Industry Operations (Network) with Douglas to be the host Council for Block 3 in March 2024.

Through ongoing funding from Constructions Skills Queensland (CSQ) Council continues in its support personal and professional development opportunities. Staff are progressing well in competency-based gap training and formal qualifications that range for from Certificate III to Diploma in the Civil Construction. This current round of enrolments has seen a progression in the level of qualifications with staff progressing from a Certificate III to IV or Certificate IV to Diploma.

Council Grants Program

Council approved the allocation of \$38,000 from Councils Community Grant Program 2023/2024 at the Ordinary Meeting on 12 December 2023 for the following four (4) Community Grants.

| Successful Applicant | Outcome | Project | Grant | Amount Awarded (GST excl) |
|---|------------|--------------------------------------|----------|---------------------------|
| Alexandra Bay Social Sporting Club Inc. | Successful | Tai Chi Health and Wellbeing Program | \$10,000 | \$10,000 |
| Mossman Junior Rugby League | Successful | Electrical Upgrade (junior canteen) | \$8,000 | \$8,000 |
| Jabalbina (Auspice) | Successful | Community Cultural Music Festival | \$10,000 | \$10,000 |
| Alexandra Bay Social Sporting Club Inc. | Successful | Shade Renewal | \$10,000 | \$10,000 |

Micro Grant

Applicants – 2

In-kind

Applicants – 0

Fee Reduction

Applicants - 3

Community Grants – Micro Grant Applications

| Successful Applicant | Outcome | Project | Grant | Amount Awarded (GST excl) |
|--------------------------|------------|-----------------------|-------|---------------------------|
| U3A | Successful | Senior Week Event | Micro | \$1,000 |
| Mossman Support Services | Successful | Disability Week Event | Micro | \$948 |

Community Support – Fee Reduction / In kind Applications

| Successful Applicant | Outcome | Project | Grant | Amount Awarded (GST excl) |
|----------------------|------------|--------------------------------|---------------|---------------------------|
| Fee Reduction | Successful | Circa Cairns | Fee Reduction | \$322 |
| Fee Reduction | Successful | Mt Molloy State School P and C | Fee Reduction | \$50 |
| Fee Reduction | Successful | Taste Port Douglas | Fee Reduction | \$1,616 |

External Grants - Grant details for the third quarter of 2023.

Council staff have been busy applying for grant funding for a variety of projects, from road safety upgrades to improved access infrastructure around our schools.

External Grants - Applications - Submitted

| Applications Submitted | Project | Amount applied for |
|---|--|--------------------|
| School Transport Infrastructure Program | Alexandra Bay State School | \$361,500 |
| School Transport Infrastructure Program | Port Douglas State School | \$345,000 |
| Old Destinations Events Program | Carnivale 2024 | \$50,000 |
| Flying Fox Roost Management Rd 6 – Stream 1 | Lake Estate and Barrier St - Tree Management | \$14,104 |
| NAB Foundation | SES Alexandra Bay Wash area | \$9,546 |
| Reef Guardian 2023-2024 | Various | \$900,000 |
| Growing Regions - EOI | Rex Smeal Park - Adventure Park | \$750,000 |
| Growing Regions - EOI | Alexandra Range Safety Upgrades | \$1,686,360 |

External Grant - Application – Outcomes

| Application Outcomes | Outcome | Project | Amount |
|----------------------|--------------|------------------------------|-----------|
| Q Coast 2023-2024 | Unsuccessful | Cape Tribulation - Boardwalk | \$439,920 |
| Q Coast 2023-2024 | Unsuccessful | Foreshore erosion | \$216,200 |

FINANCE AND CORPORATE SERVICES

Procurement

Procurement activities for the quarter were:

Contracts

- Killaloe Landfill Disposal
- Preparation and issuance of 55 RoPS contracts for wet/dry plant and equipment hire

Tenders

- EOI for Daintree River Ferry
- 2024 Carnivale Sponsorship

Projects (with procurement elements)

- Flood support (advice and engagement)
- Daintree River Ferry
- Port Douglas Aquatic Precinct
- Port Douglas playground
- Scope developed for after-hours call management system
- Purchase of speed notification cameras for Alexandra Bay State School
- Air-conditioning service contract
- 'Reusable cup swap' pilot being prepared for launch
- Ongoing monitoring of cleaning contracts
- Review WH&S requirements for Council contracts
- Assess request for contract variation for Operation & Maintenance of Killaloe Transfer Station & Landfill
- Review of licensing and current offerings for Four Mile Beach commercial activities

Training

- Mareeba Shire Council Procurement Officer visited DSC to learn about all things procurement
- Provision of training to new Procurement Administration Officer
- Local Buy & Nex Gen training provided to select Council staff

Audit

- Assistance provided to periodic audits
- Review of QAO audit summaries (for several councils) in an attempt to identify any future deficiencies

Processes

- Draft Tender and EOI procedures
- Preparation of Sole and Specialised Supplier Register report
- Vendor Panel vendor list revision
- Refresh of Supplier Code of Conduct
- Development of termination correspondence and consequences document for unacceptable vendor performance

Communication

- Monthly procurement drop-in sessions continue at Council's Mossman Depot

Finance

External Audit/Financial Statements 2022-2023

The financial statements were workshopped with Councillors on 10 October 2023 and adopted on 31 October 2022. Council received an unqualified audit from the Queensland Audit Office (QAO) and the QAO Final Management report was tabled at the 28 November 2023 Ordinary Council Meeting.

The operating result for 2022-2023 was a surplus of \$2.35m, which was an improvement on the revised budgeted deficit of \$666k. The operating result is better than budgeted due to increased revenue from water usage, grant revenue (including financial assistance grant), interest and other income; expenditure exceeded budget due to inflationary pressures.

Revised Budget 2023-2024

The revised budget for 2023-2024 financial year was adopted on 31 October 2023. The revised budget 2023-2024 was workshopped with the Councillors prior to adoption.

The revised budget operating surplus is \$118k. The 2023-2024 original budgeted operating surplus for 2023-2024 was \$258k.

Asset Management

Asset register

The assets and financial data for Water, Building and Community facilities, Solid Waste, Marine and Drainage has been internally audited and checked against our financial asset register and the sewerage asset information has been sent to the vendor to upload. The final and largest asset class, transport assets, has been reviewed and reorganised in preparation for revaluation and uploading to the asset register. Integration between the asset register and authority CRMs has been completed in the testing environment and is undergoing rigorous testing prior to being rolled out in the live environment, with this upgrade the Water teams in the field will be able to record completion of works in the Assetic App onsite and this information is fed back to the CRM allowing office staff to have up to date information on where a request is at, reducing paperwork back at the desk.

Predictive Asset renewal modelling

The first pass at the computer modelled asset replacement plan was completed for Water assets and is undergoing an internal review.

GIS

Our GIS has been updated to show all Community facilities on the internal web viewer, and work has commenced to update the water retic mapping from field sketches of upgrades and modifications. The aerial imagery has been updated to the latest available 2023 images, where available throughout the shire.

Rates

Debt recovery commenced in October 2023 with Letters of Demand sent by Collection House Limited (CHL) and legal action commenced on selected rate accounts on 4 December 2023.

Water notices were issued on 24 October 2023, with a due date of 28 November 2023. Water account reminder notices were issued on 8 December.

Queensland Fire & Emergency Services State Fire Claim was submitted in October 2023.

Council officers have conducted regular reviews of rates and water arrangements to ensure payment plans are adhered to. Ratepayers who had existing arrangements to pay for outstanding balances on either their rates or water accounts, received a courtesy balance letter in late November/early December with a request to have the account paid in full no later than 31 December 2023.

Council conducted a full pension verification as per State Government Regulations in early December 2023. This verification process reviews all current pension remission holders to determine the continued eligibility of State and Council pension remission.

Supplementary Rate Levy notices were issued 6 December 2023. These notices were for the amendment of charges due to requests (eg additional bins), buildings that have been completed, changes in rating valuations. Due date for payment 9 January 2024.

The balance of smart water meter replacements has been ongoing during this time.

Investigations and discussions commenced with regards to the implementation of electronic rate/water notices direct from Council effective in the next financial year.

Introductory discussions and meetings conducted with a vendor regarding the possible future implementation of a citizen-centric payment platform for rates and water.

As at 31 December 2023, 96.24% of rates were collected.

Information Technology

This IT status report provides an overview of IT department, highlighting the impact of a recent cyclone event and the challenges associated with external Emergency Management Team and Recovery members rotating through the cyclone and recovery period. The resilience of our IT Systems and infrastructure held up well, and we were able to address the challenges that presented during the course of the event.

The recent cyclone event has had an impact on IT infrastructure and systems. Some areas in particular:

- Port Douglas Hub and Mossman Depot and were disrupted due to power outages.
- While Council never needed to fall back to Satellite Communications, several land-based carrier services failed, requiring creative workarounds. Consideration will need to be given as to whether a wider investment in Satellite services is needed to remove dependencies on land-based service for these “exceptional” situations.
- IT computer / laptop resources were stretched during the event due to rotating internal and external staff through the Emergency Management team and changing requirements – way beyond the “usual” / agreed requirements.
- Some IT Projects schedules have been pushed back whilst key staff have been busy during the recovery process.

Cyber Security preparedness and mitigation strategies are continuing, further education and phishing testing for all staff is being scheduled for the coming months.

Front Line Services and Integrated Services

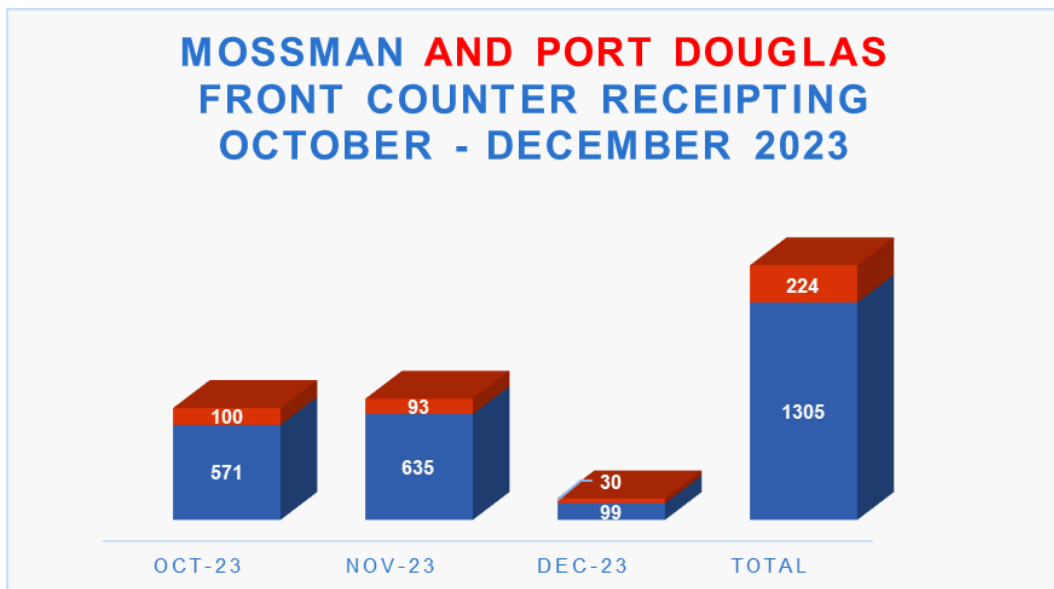
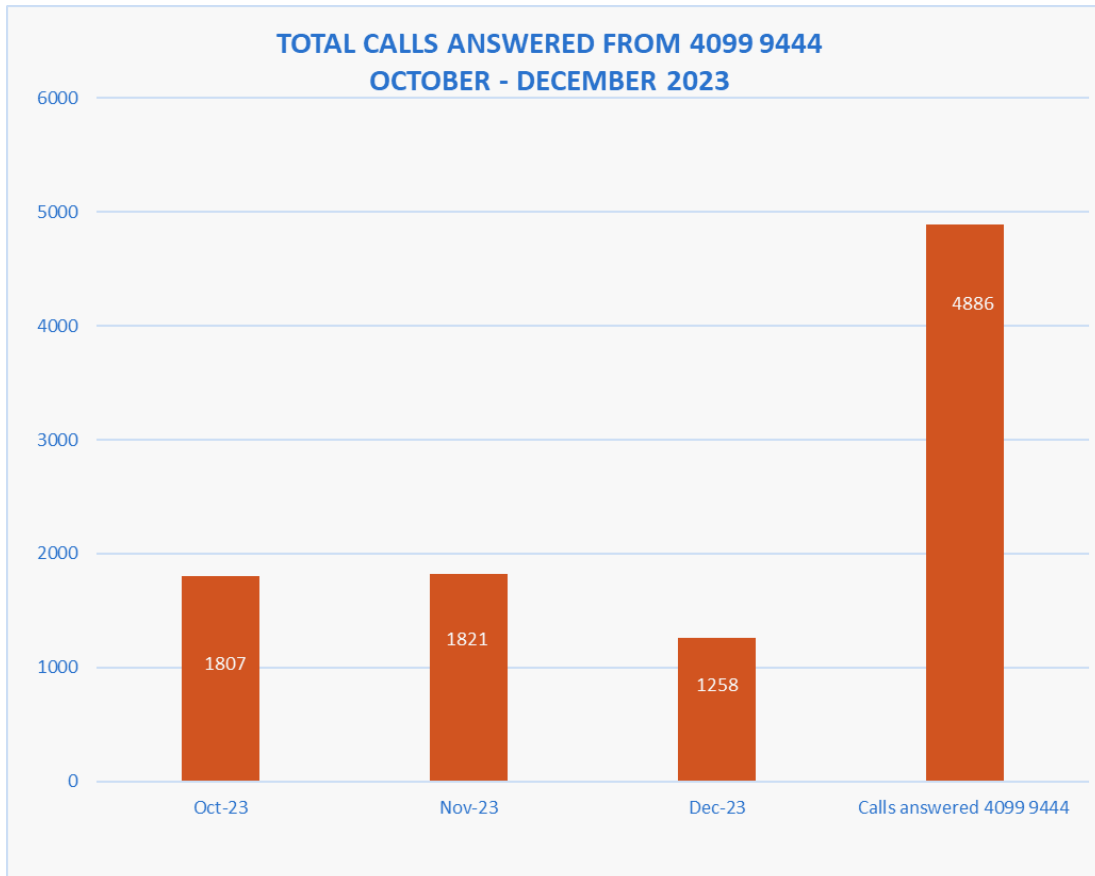
As a result of Tropical Cyclone Jasper, Douglas Shire Council activated their Local Disaster Centre and closed to normal business on 13 December 2024. This saw most members of our teams voluntarily give up their pre-booked holidays to assist with:

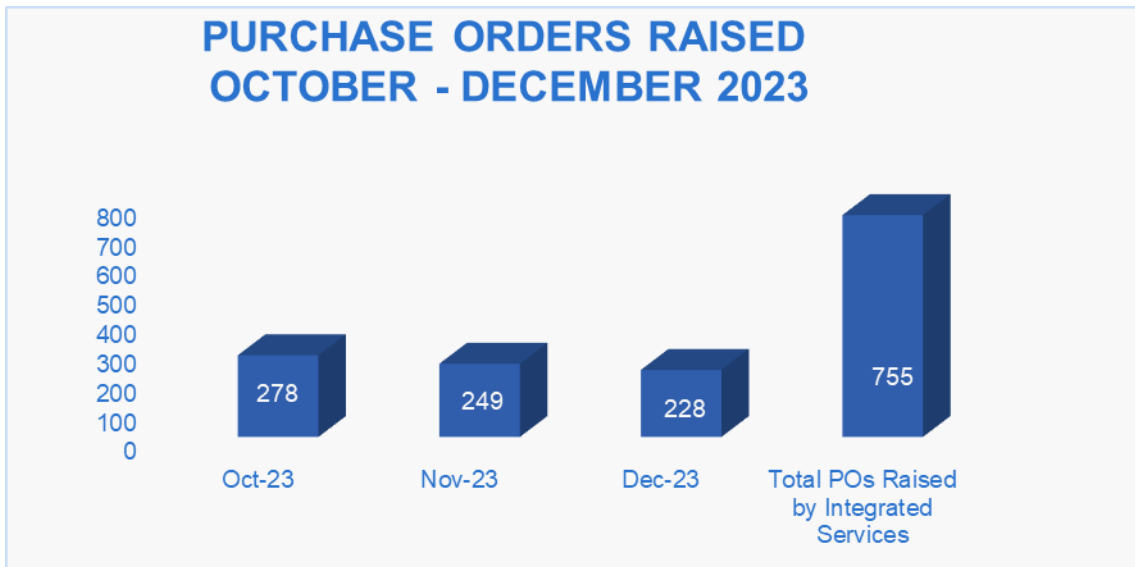
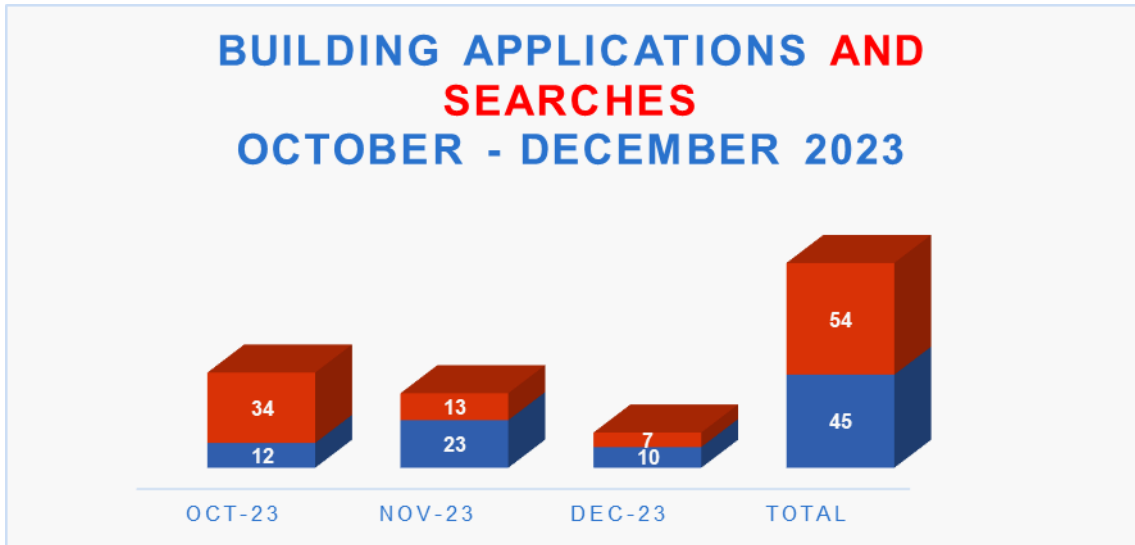
- Handout drinking water at Council community halls.
- Work in the Local Disaster Centre logging and tasking calls for assistance
- Entering the after-hours phone calls in the Guardian program for action
- Attend Local Disaster Centre meetings

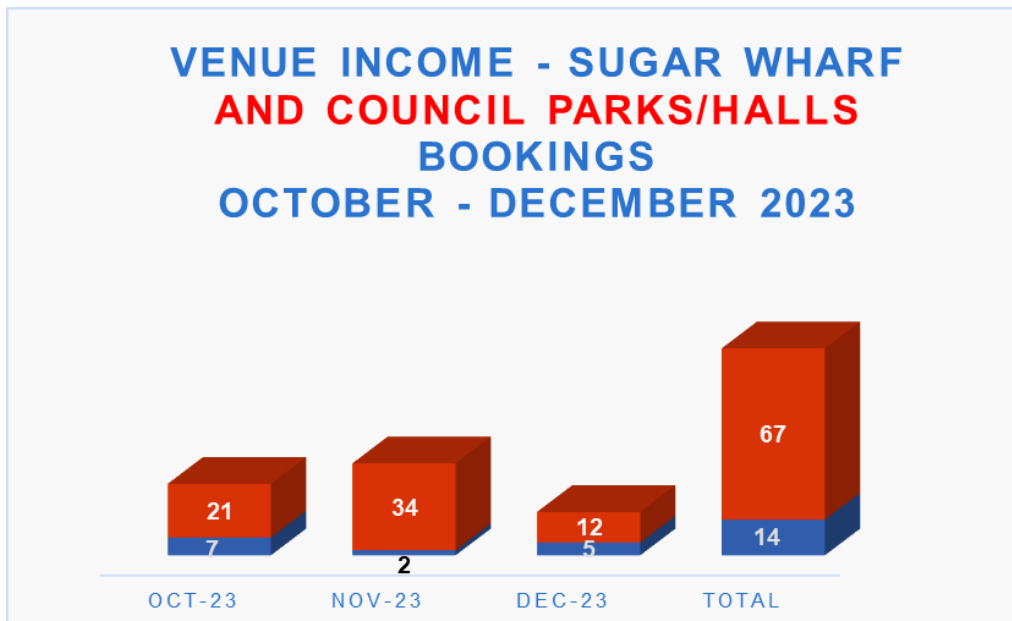
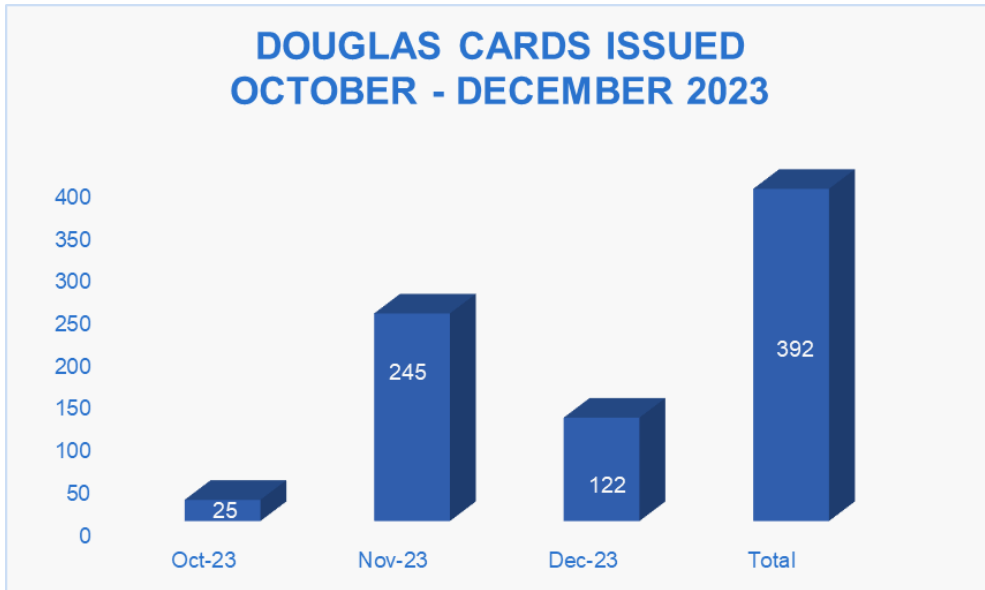
The December totals in the below report reflect the effects of TC Jasper on normal operations due, in part, to:

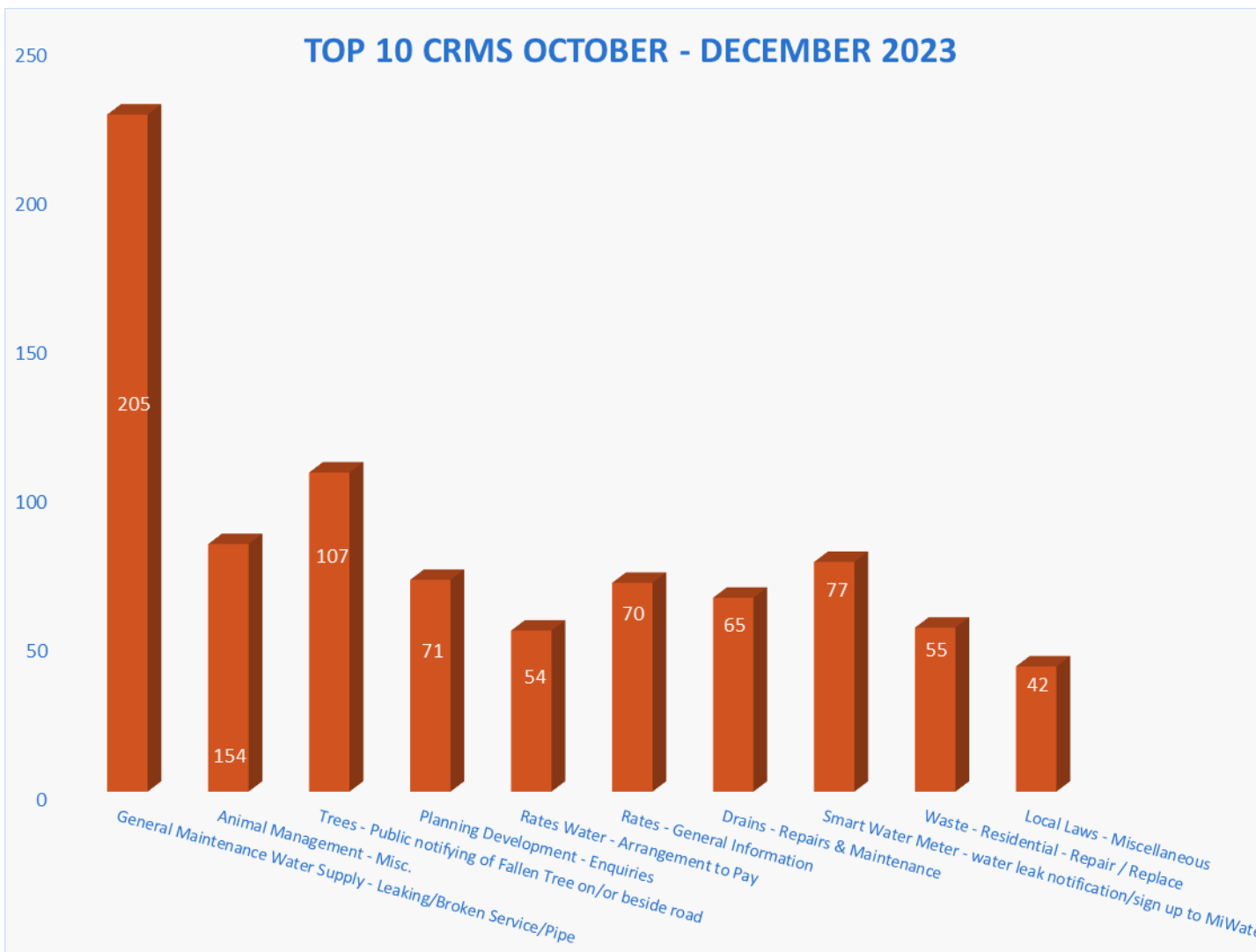
1. Requests for assistance logged through Guardian-Disaster Management programme, not CRM - Council's Day to day program.
2. Reduced travel across the Daintree Ferry and further north due to the adverse weather conditions.
3. Telephone calls diverted through the Disaster phone number.

Council offices re-opened on 2 January 2024 to business as usual for phone calls and front counter business and receipting.









GOVERNANCE

General Governance

The ongoing review of the Governance processes of Council continues which enables the governance, compliance and performance developments in the organisation to strengthen.

Complaints Management

This is to support Council's continuing commitment to inclusive and ethical governance for the community by appropriately addressing complaints from external sources. S 268(1) of the *Local Government Act 2009* requires Council to establish a complaints management system for resolving administrative action complaints. This has been established to ensure complaints are dealt with fairly, objectively, professionally, respectfully and subject to any legal requirements, in confidence.

These complaints are classed as Administrative Action Complaints (AAC) and are about an administrative action of a local government. This includes a decision or a failure to make a decision, including a failure to provide a written statement of reasons for a decision; an act, or a failure to do an act; the formulation of a proposal or intention; the making of a recommendation; and is made by an affected person.

Right to Information and Information Privacy

The *Right to Information Act 2009* and the *Information Privacy Act 2009* aims to make more information available, provide equal access to information across all sectors of the community and provide appropriate protection for an individual's privacy.

Administrative Access to Information – this refers to the release of information other than a formal access application under the RTI or IP Acts. Administrative access schemes are generally reactive, but also include proactive schemes for disseminating information in advance of requests, such as in publication schemes.

Policies and Procedures

Policies are made by resolution of Council in accordance with the provisions of the *Local Government Act 2009*. Policies are subject to regular review. Council policies have been structured into 3 distinct types:

- Statutory Policies – Required by legislation as part of Council's business operations
- Council (Strategic) Policies – Have direct impact on the Community
- Administrative Policies – Direction for the operation and internal management of the day to day operations of Council

Policies can be viewed on Council website at:

<https://douglas.qld.gov.au/council-information/policies/>

Legislation and Compliance

As the legislative landscape within Queensland continues to shift and evolve, Councils are faced with increasing responsibilities in terms of compliance and management of stakeholder requirements and expectations. Local Governments must comply with a range of statutory requirements prescribed by the *Local Government Act* and *Local Government Regulations*.

There have been a range of checklists and registers updated and developed to assist in complying.

Registers

A local government must keep a register for a number of functions. These registers are available on Council's website and can also be inspected at Frontline services reception areas.

Registers available for the public to inspect:

- Administrative Action Complaints Register
- Asset Register
- Conflict of Interest / Material Personal Interest Declarations Register
- Corporate Risk Register
- Cost Recovery Fees Register (Fees & Charges)
- Councillor Conduct Register
- Delegations Register (including financial)
- Local Laws Register
- Register of Interests Councillors

Risk Management

Managing Risk is an essential component of Councils operations to ensure that the corporate and operational goals and objectives can be achieved. Council's policy outlines the commitment to the development and maintenance of the Risk Management Framework. Risk Management is a regular topic at the Strategic monthly discussion of the Management Team.

Internal Audit

The Internal Audit function is one component of Douglas Shire Council's (Council) governance framework. In addition to key management controls and the organisation-wide risk assessment process, the Internal Audit function provides the organisation's stakeholders with a level of assurance that business processes are operating appropriately and effectively in accordance with organisational and legislative requirements.

The outputs of the Risk process are best utilised by Internal Audit to develop an Internal Audit Plan that assesses the effectiveness of the existing systems, processes and controls that are implicitly relied upon by the Executive Team.

Furthermore, Management is best placed to continue to progress actions that strengthen existing systems and controls where there are known deficiencies, lower than expected (or unacceptable) effectiveness ratings or further initiatives/management actions are required to move the risk to a level that is tolerable.

It is important that Internal Audit is conscious of the work being undertaken and planned by Management to reduce or mitigate risks and leave enough time for these initiatives, systems and controls to become embedded before Internal Audit assess their effectiveness. Exceptions to this may be reviews designed to establish a baseline position as a guide to future Management initiatives or to provide assurance that the implementation status or progress of an initiative is adequate and can achieve the desired objectives.

Audit Committee

The Audit Committee is an internal governance process, which is intended to contribute to the improved performance of the organisation. It plays a key role in assisting Council to fulfil its governance and oversight responsibilities in relation to a number of areas including, financial reporting, internal control systems, risk management, legal and regulatory compliance and audit functions.

ENVIRONMENT AND PLANNING

Planning

Fairmont Appeal – Port Douglas Road, Port Douglas

The hearing for this appeal was heard in the Planning & Environment Court in Brisbane from Tuesday 5 September to Friday 15 September 2023.

On the 14 November 2023, the decision was handed down from the Planning & Environment Court dismissing the Appeal and upheld Council's decision to refuse the development. In essence, the Court concluded that the proposed development was over-scaled, bulky and did not reflect the well established character of the area.

The Appellant has sought leave from the Planning & Environment Court to Appeal the decision. The matter will proceed to hearing on 29 May 2024. At the hearing, the potential scenarios are:

1. The Court of Appeal refuses the application for leave on the basis that no point of law is demonstrated. Chiodo will have to pay the Council's costs of the application for leave and the Planning Court's decision will stand.
2. The Court of Appeal allows the application for leave but refuses the appeal. Chiodo will have to pay the Council's costs of the application for leave and the appeal to the Court of Appeal and the Planning Court's decision will stand.
3. The Court of Appeal allows the application for leave and allows the appeal. If this happens the Council will have to pay Chiodo's costs of the application for leave and the appeal to the Court of Appeal. Chiodo's legal team accepts that, in the event they are successful on appeal, the appropriate relief is that the Court of Appeal remits the matter back to the Planning Court for a decision on any errors identified, this is what the Court of Appeal will do. The worst possible outcome is that the matter is reheard by the Planning Court on the errors of law and the Planning Court has to decide again whether or not the development should still be refused.

Retirement Facility – Johnston Road Mossman

A development application has been received for the proposed Retirement Facility at 47 Johnston Road Mossman. The lodgement of the application furthers the advancement of the Development Lease entered into between Council and Cooloola Waters Pty Ltd for the delivery of such a facility in Mossman.

The proposed facility provides for 57 dwelling units and a central facilities building. Principle access to the development is provided via Johnston Road with a secondary access intended to be provided via Jack Street.

The Applicant has chosen not to pursue access to Jack Street as part of the development application process and will seek to pursue access at a future point in time. This will entail opening part of the Mossman Showground Reserve as road reserve and will require public notification.

Council has issued a request for further information and as part of the information request, have advised that it is Council's preference that the planned access through to Jack Street form part of the development proposal. Council's correspondence also acknowledged that the future link is a matter for the Applicant to manage.

The development application is code assessable therefore public consultation is not required.

A revised layout has been received as detailed below.

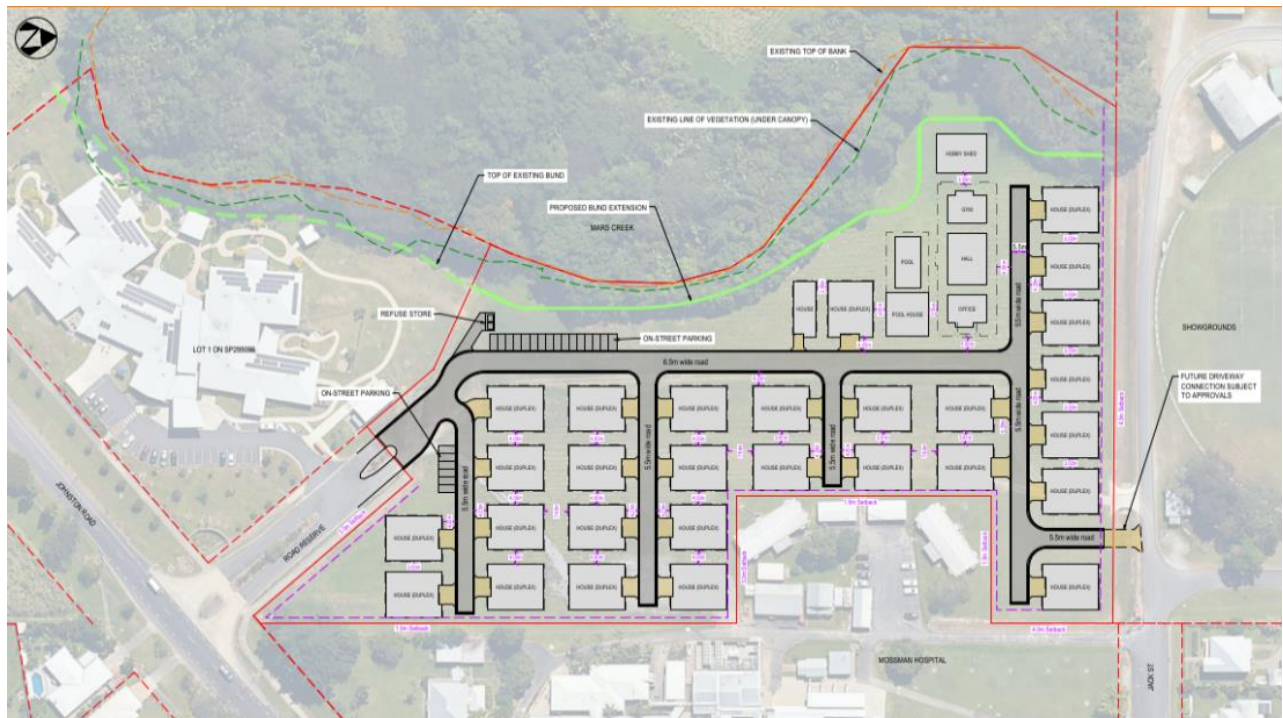


Image: Layout of proposed Retirement Facility

Nautilus Aviation Appeal - Port Road Port Douglas

By Court order made on 22 November 2023, the matter has been set down for hearing for 5 days in the April 2024 sittings with a review scheduled for 19 February 2024 to determine if the matter remains on schedule to be heard in April 2024.

Joint expert reports have been received by both the aviation and noise experts with the remaining joint experts due by 16 February 2024.

Communications have been received from experts indicating that they are likely to need more time to complete their reports. The co-respondent has proposed an adjustment to the timetable to allow the need and ecology experts until 5 March 2024 to complete their reports. If this is agreed to by the court an order will be made to this effect at the review on 19 February 2024.

Plumbing and Drainage

Council has received 23 Plumbing applications in the reporting period (1 October to 31 December 2023) and conducted audits on 5% of all Notifiable work applications lodged with Queensland Building & Construction Commission (QBCC).

Local Laws

Local Laws officers responded to a total of 342 CRMs for the 3 months from October to December 2023.

During the months of October to December:

- 24 animals were impounded;
- 1 was euthanised;
- 14 were reclaimed; and
- 9 were rehomed.

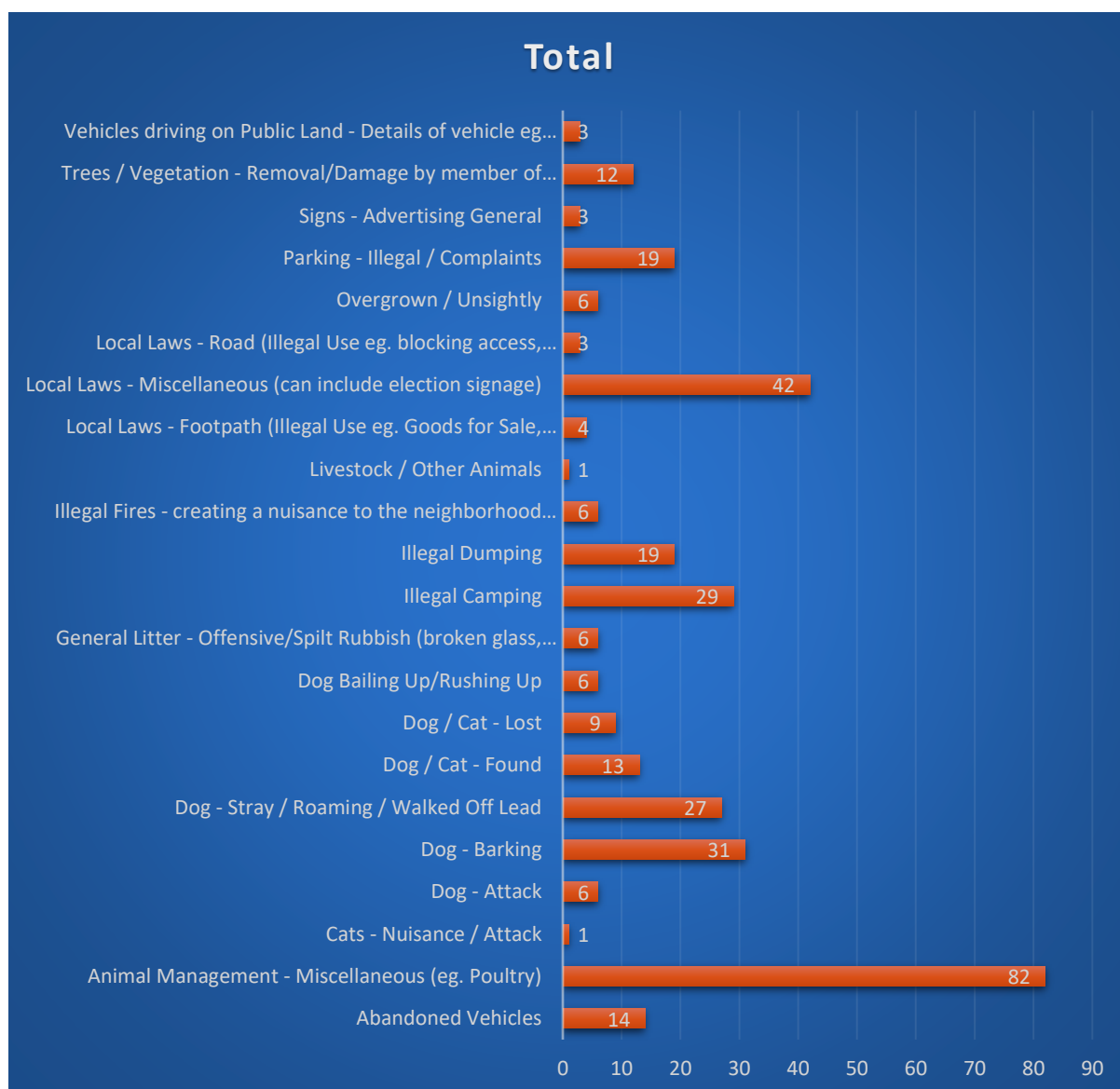


Image: Customer requests/complaints for the quarter

Other Issues

Illegal campers and itinerant people camping under DSC picnic areas / shelters continued to be an issue during the current quarter resulting in Local Laws officers having to increase patrols and starting at 5am to check out hot spot areas before people move on. First and final notices were issued along with Penalty Infringement Notices for repeat offenders.

In addition to increased camping patrols officers have also been targeting illegal parking where it creates a safety risk, especially in Disabled Parking Zones, Loading Zones, and no stopping signs. A number of warnings have been issued to boat operators overstaying their welcome at DSC controlled Wharfs.

4 Mile Beach Illegal Clearing of vegetation was dealt with by Local Laws. Revegetation was undertaken with assistance from the Out-Door Crews and surveillance and signage in the area put up to deter further Illegal Clearing.

Two Local Laws officers attended the Australian Institute of Animal Management’s “People & Pets” Summit and Workshops held on the Gold Coast. This included programs, practices and strategies that involve and engage the community in managing their pets. Looking at the role that organisations play in providing support to both companion animals and the people who care for them. As well as Workshops covering Animal Management, Shelter Medicine, and Dog Bite Investigations.

The entire Local Laws & Environmental Health Teams undertook 2 days of intensive training in Investigation Fundamentals, Investigative Interviewing, Body Worn Camera Fundamentals, Situational Awareness and Managing Aggressive and Difficult Subjects. This essential training was fundamental to all Local Laws & Environmental Health Officers and promotes safety for Officers.

Officers also undertook training in dealing with Dangerous and Aggressive Dogs held in Cairns with other local Council Officers.

The training included our officers being attacked by an aggressive dog (in a controlled environment) and how to deal with these situations.



Images: Local Laws officers undertaking training

December was a hectic month for Local Laws, as it was for all departments, with the weather events. Officers took on challenging tasks such as helping elderly residents cyclone proof their yards, assisting with shelters and emergency supplies, filling sandbags for residents, cooking for the LDMG, checking moorings post cyclone, cleaning minor oil spills and moving and distributing large quantities of bottled water!

Environmental Health

In the period of October to December 2023, Environmental Health staff responded to a total of 59 CRMs and conducted 64 inspections.

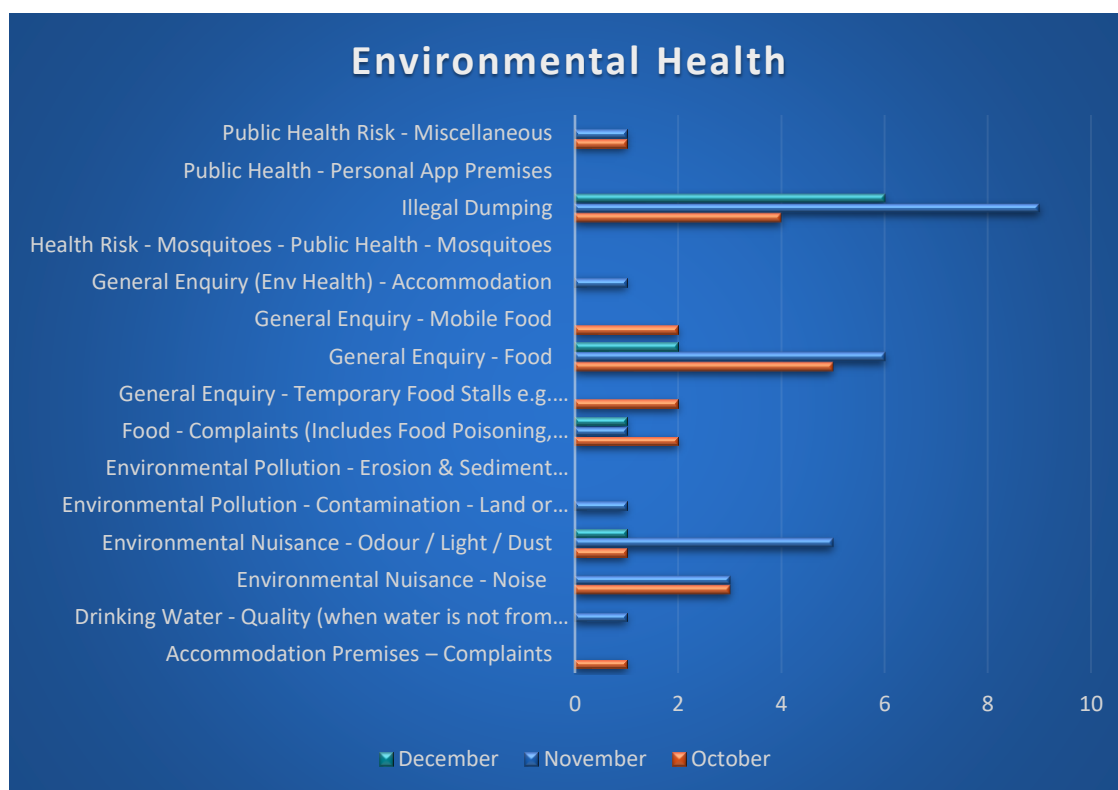


Image: Customer requests/complaints for the quarter

Public Health Forum

In October Environmental Health Officers attended at Public Health forum in Cairns that is made up of neighbouring FNQ Councils as well as representatives from Queensland Health's Tropical Public Health Unit. The forum is a bi-annual event that allows Councils and QLD Health to collaborate, discuss topics and share knowledge. This forum included presentations on relevant Public Health matters and offered valuable perspectives and shared local experiences.

Food Safety

The new Food Safety Standard 3.2.2A came into effect on 8 December 2023, this standard aims to strengthen food safety in the food service and retail sectors. The Standard addresses critical food safety risks, strengthens the level of appropriate knowledge, skills, supervision and provides for enhanced food handling practices to safely prepare and serve food.

All category one food business must have:

- A qualified Food Safety Supervisor
- Staff must have food safety training.
- Businesses must keep records or demonstrate that requirements for safely receiving, storing, processing, displaying, and transporting potentially hazardous food, and for cleaning and sanitising are being met.

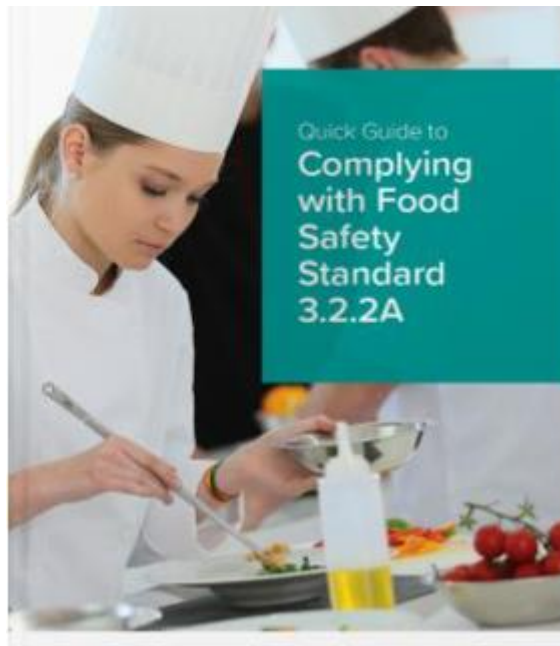


Image: Food Safety Standard 3.2.2A

Councils Environmental Health team have been liaising with businesses to provide information and assistance in how to ensure their Food business meets the new Food Standard. Site visits to kitchens to provide training as well as a suite of documents and templates have been made available to business operators to make the process as easy as possible.

Sediment and Erosion

As part of Councils Erosion, Sediment Control and Stormwater Education and Compliance Program Council Officers conducted site audits of building sites across the shire prior Wet Season. Small building sites in Craiglie, Wonga and Cooya as well as some of the larger developments in Port Douglas were audited and Officers worked with the building companies to put in place better ESC measures and provide education where possible.

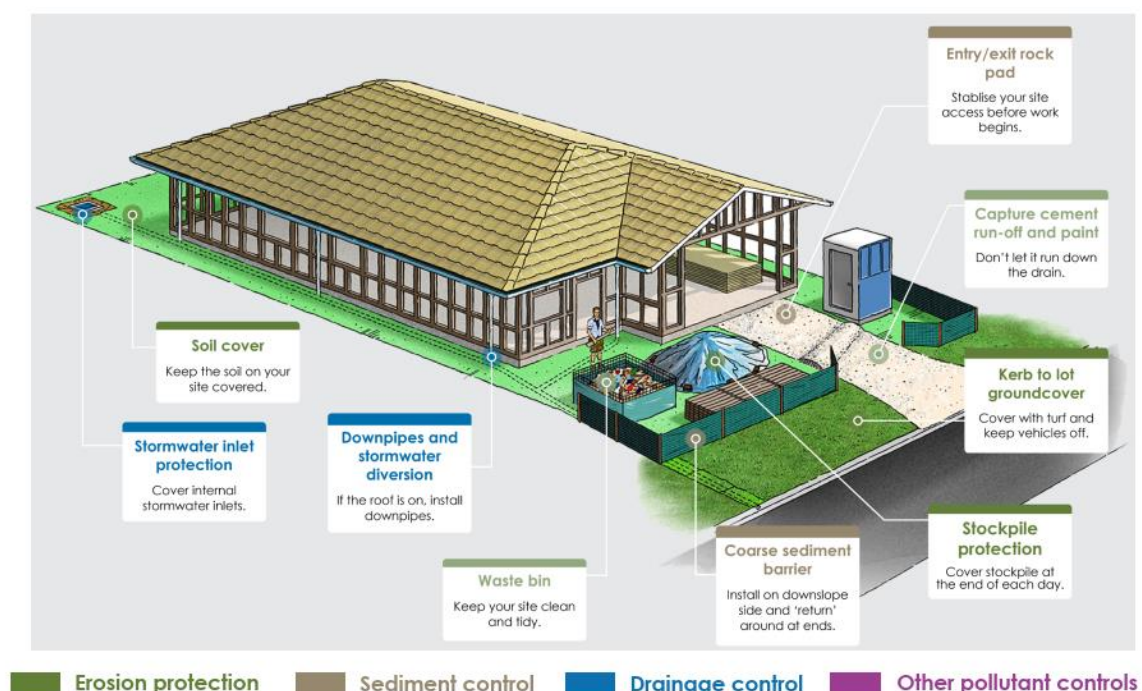


Image: ESC Educational Material

Environmental Health During Disaster Events

Environmental Health Officers formed part of the response to Cyclone Jasper and the floods, this event caused significant disruption to the community and presented several environmental health risks. Officers were involved with provision of emergency water to communities as well as liaising with vulnerable communities such as aged care and childcare.

Council Officers along with Qld Health Public Health Officers were out in the community after the disaster, Community Rapid assessments were carried out and information was fed back to the LDMG. Officers also visited and inspected over 60 food businesses to do a kitchen assessment on damage, water, waste, and sanitation.

After the event officers were available to visit and field calls from the community in regard to health concerns such as mould in properties, concerns with flood clean up and mosquito control.

Illegal Dumping

The Local Laws – Illegal Dumping Officer has been kept busy over the last few months with several investigations into vehicles, green waste, white goods and building waste / materials being illegally dumped around the Shire.

With the increase in electric ant areas in the Shire, Green Waste dumping has been targeted with officers speaking with residents in areas where green waste dumping occurs. Education and guidance on how and where to take your green waste and the implication to the health of the environment when this occurs including the spreading of electric ants.

The Local Government Illegal Dumping Partnerships Program project PP2A22, has provided a further 12-month extension for our full-time Illegal Dumping compliance officer. This current project activity end date will now be April 2025, with ongoing funding for the program being sought for statewide LGA's.

Resource Management

Waste and Recycling Volumes

The following approximate volumes were collected in Council's kerbside collection service for the period October to December 2023:

- Domestic waste: 922 tonnes
- Domestic recycling: 224 tonnes
- Commercial waste: 475 tonnes
- Commercial recycling: 33 tonnes

The following was exported for recycling from Council's Transfer Stations for the period between October and December 2023:

- Tyres: 439 exported under the Tyre Stewardship Program
- Mattresses: 130 suitable for processing and recovery by the Endeavour Foundation
- Ag/Chemical drums: 1092 collected under the DrumMuster stewardship program, pending collection
- Co-mingled recyclables: 8.24 tonnes
- E-waste: 4.36 tonnes
- Fertiliser bags: 571 bags received
- Cardboard: 23 tonnes exported for recycling
- Air conditioners and fridges: 324 units received with 58kg of refrigerant recovered

The following approximate volumes were exported and disposed of in Springmount Landfill:

- General waste: 682 tonnes

Disaster Waste

Isolated residents were forced to manage their waste after TC Jasper, having limited comms with Council Officers in the early days after the event. Council dropped 1 tonne fertiliser bags into Cape Tribulation on resupply runs in December and residents used these to store their putrescible waste. These were eventually collected by helicopter and removed on the barge which landed at Cape Tribulation on 1 January 2024.



Image: Fertiliser bags were reused as bags for waste removal during the TC Jasper Event

Sustainability

Reef Guardian Council Funding

In August, Douglas Shire Council applied for funding under the Reef Guardian Council's Program. It was a closed non-competitive grant worth a total of \$920,000 over 3 years. In November, Council was advised it had been successful in getting funding for four (4) out of five (5) projects. Further announcements will be made once the grant agreements are finalised.



Image: Reef Guardian Council Funding Logo

Sustainable Fishing

The Recreational Fishing Trail project was completed during the reporting period. The project deliverables included holding community engagement sessions, creating and installing interpretative signage based off input received at community engagements sessions and creating an interactive map of the fishing trail on Council's Fishing for the Future webpage.

The project was funded by the Commonwealth Government and administered by the Queensland Fishing Infrastructure Grants Program.



Image: Main Interpretative Fishing Sign at the Public, Wharf Port Douglas



Image: Fish Species Interpretative Sign Sugar Wharf, Port Douglas

Disaster Management

The period was a very busy time for the Disaster Management (DM) Unit with preparation, training and awareness raising activities in full swing, as well as moving into an extended stand-up during TC Jasper and the associated subsequent flooding event.

Prevention, Preparedness, Response and Recovery

Prevention

Creating videos of cyclone shelter expectations vs reality. To be embedded on the Douglas Disaster Dashboard.
 Ordinary Council Meeting - 30 April 2024

Preparedness

Incident Management Team (IMT) members appointed for 2023/24:

| Position | Details |
|----------------------------|--|
| LDC | Paul Hoyer |
| DEPUTY LDC | Shane Brumby |
| COMMUNITY SUPPORT/RECOVERY | Lisa Golding, Renee Kerr, Alex Earl |
| PUBLIC INFORMATION | Marcus Wilson, Tarren Woodhams |
| FLOOR MANAGER | Prue Patch |
| INTELLIGENCE | Nicola Learmond |
| PLANNING | Liza Dowling |
| LOGISTICS | Finn Blayney |
| TASKING | Natascha Schwarzer |
| CALL LOGGER | Tarren Woodhams |
| CYCLONE SHELTER MANAGER | Michael Malley |
| CYCLONE SHELTER OFFICERS | Salgira Rema, Paul Wrobel, Rebecca Taranto |

Training

QITPlus provided Guardian Incident Management Training lessons on two separate occasions for all IMT staff and critical Council services in November and December 2023. A LDCC room set-up training exercise was scheduled for the beginning of December, however this had to be cancelled due to the real-life event of TC Jasper.

Port Douglas Storm Tide Cyclone Shelter

A functional field exercise (Exercise Eon) was conducted in October at the Port Douglas Storm Tide Cyclone Shelter.

Douglas Resilience Strategy

Resilience Scorecards for businesses and communities have been finalised and can be accessed at [Community Resilience Information - Douglas Shire Council](#).

Response

The Douglas LDMG stood up in December for the Cyclone Jasper event and associated flooding.

Tropical Cyclone Jasper (category 2) crossed the North Queensland coastline between Cairns (south) and Cooktown (north) bringing with it the excessive amount of rainfall and flash flooding which adversely impacted the Douglas Shire region. The initial forecast by the BoM predicted a total of 350mm rainfall over the span of three days.

However, Jasper took almost five days to move west, and its slow speed produced torrential rain as it remained static. The flooding was historic, breaking all records according to the BoM. The Daintree River peaked at 15.85m – more than 2 metres above the previous record set in 2019. The highest daily rainfall total during this event of 714mm was recorded at Mossman South Alchera Drive in the 24 hours to 9am on 18 December (Australia's highest December rainfall total). The highest 5-day total (at the BoM station) of 1933.8mm was recorded at Whyanbeel Valley station. Several non-Bureau sites recorded 5-day rainfall totals of more than 2000mm, with the Rex Creek Intake recording 2991mm over 6 days.

The system weakened and shifted northward, with heavy rainfall easing. The community received a remarkable 4.2 metres of rain over a duration of 68 days, starting from 12 December 2023. This event has now become record breaking in Australia, with Mossman experiencing 716mm of rainfall within a 24-hour period.

Recovery

Recovery efforts to TC Jasper and the resulting flooding occurred in December 2023.

SES

Alex Bay and Mossman SES Groups

Purpose-built storage racks, for both SES units, will be purchased from grant monies recently received through the SES Support Grant 2023/2024.

Two major grants were applied for on behalf of the Alexandra Bay SES Unit. These grants, if successful, will enhance the current shed, by enclosing a part of the carport to create extra workable space, a small kitchen and laundry facility will be installed and a concrete pad for Road Crash Rescue training to occur on site. This will potentially be a huge improvement to the facilities over the river and will buoy morale of the local crews and reduce travel time as much of the compulsory training will be able to be conducted on site, reducing the need to travel to locations such as Cairns to train.

INFRASTRUCTURE

Civil Operations

Civil After Hours

During this second quarter, our on-call crew were kept busy after-hours keeping our roads safe. Works included:

- A trapped vehicle amongst a fallen tree on Junction Road which was safely cleared.



Image: Trapped vehicle amongst a fallen tree on Junction Road

- An oil spill swiftly cleaned at Cape Tribulation
- The removal of a car which had driven through fencing at Foxton Bridge.

Programmed Maintenance

Our maintenance works progressed for this quarter concentrating on preparation for the wet season:

- Quarterly programmed slashing along Council's Road network.
- Quarterly programmed herbicide spraying on Council's Road network including the kerb and channels around Wonga Beach and Mossman.
- Quarterly scheduled inspections of Council's transport assets including bridge inspections.
- Programmed street sweeping around Port Dougals and Mossman.
- Pre-wet season repair and replacement of road signage, guideposts and flood markers.



Image: Sign crew working on Mt Molloy Road

- Repairing high priority defects on Council's unsealed roads networks.
- Programmed pothole patching on Local and Main roads, including North of the River.
- Programmed roadside tree trimming and vegetation removal in the Daintree included Cape Tribulation Road, Forest Creek Road, Thornton Peak Road, Cape Kimberley and Buchanan Creek Road.



Image: Roadside vegetation trimming and removal

- Pre-wet season cleaning and clearing of gross pollution traps around the Shire.

Civil Maintenance Accomplishments for the Quarter

Tasks in relation to maintenance 'Defects' are logged in our 'Reflect' system. Once the tasks are completed, Officers record the information and capture an image of the completed task as an 'Accomplishment'. Reflect recorded **1215** accomplishments for the October to December quarter. (These figures do not capture Cyclone Jasper related data.) (July to September quarter recorded **1629**)

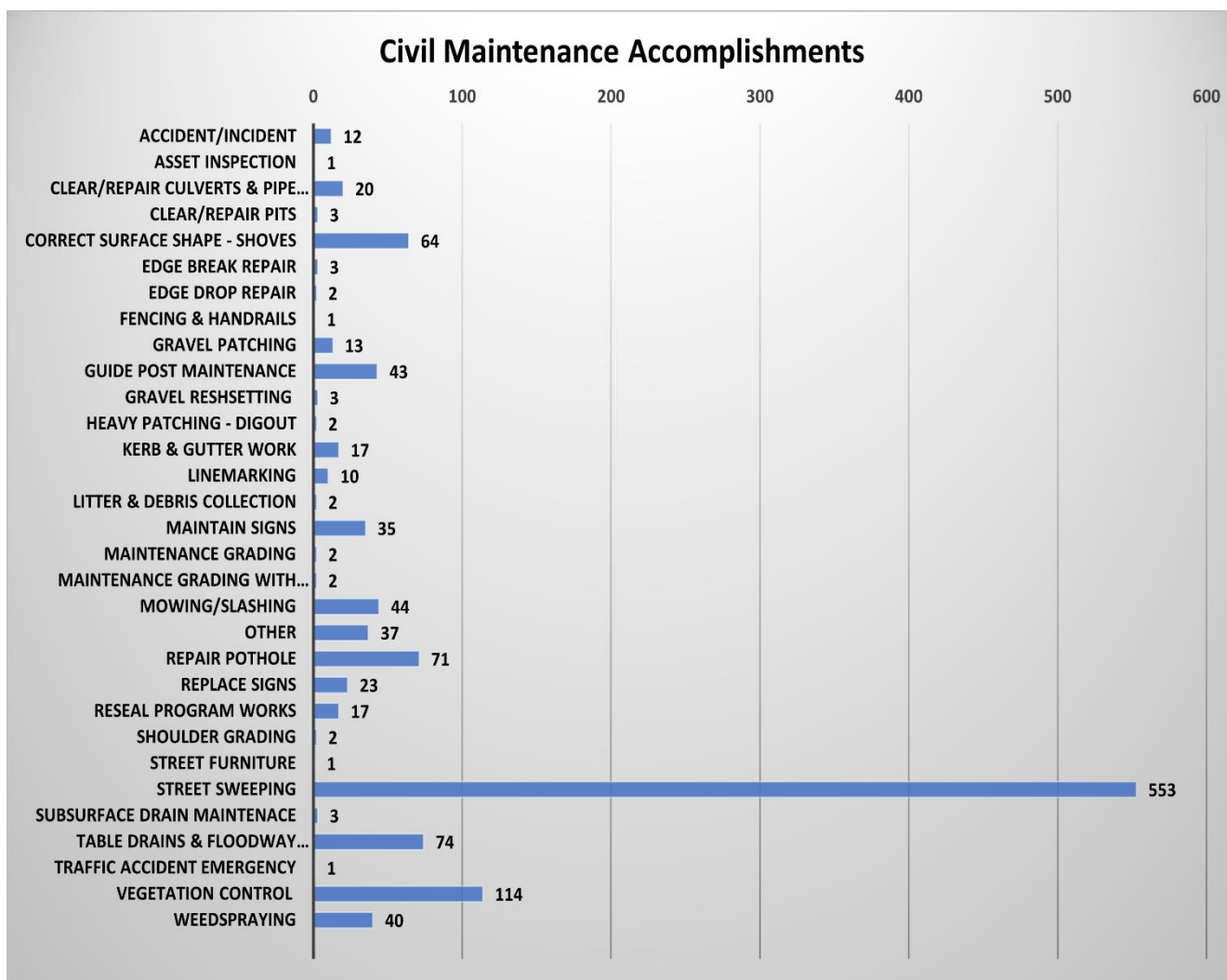


Image: Civil Maintenance accomplishments 1215

Infrastructure Teams CRM Statistics for the Quarter (Civil, Building Facilities, Open Spaces)

There were **400** recorded CRMs across all Civil Infrastructure teams for the second quarter. (July to September quarter recorded **544**). (These figures do not capture data relating to Cyclone Jasper enquiries.)

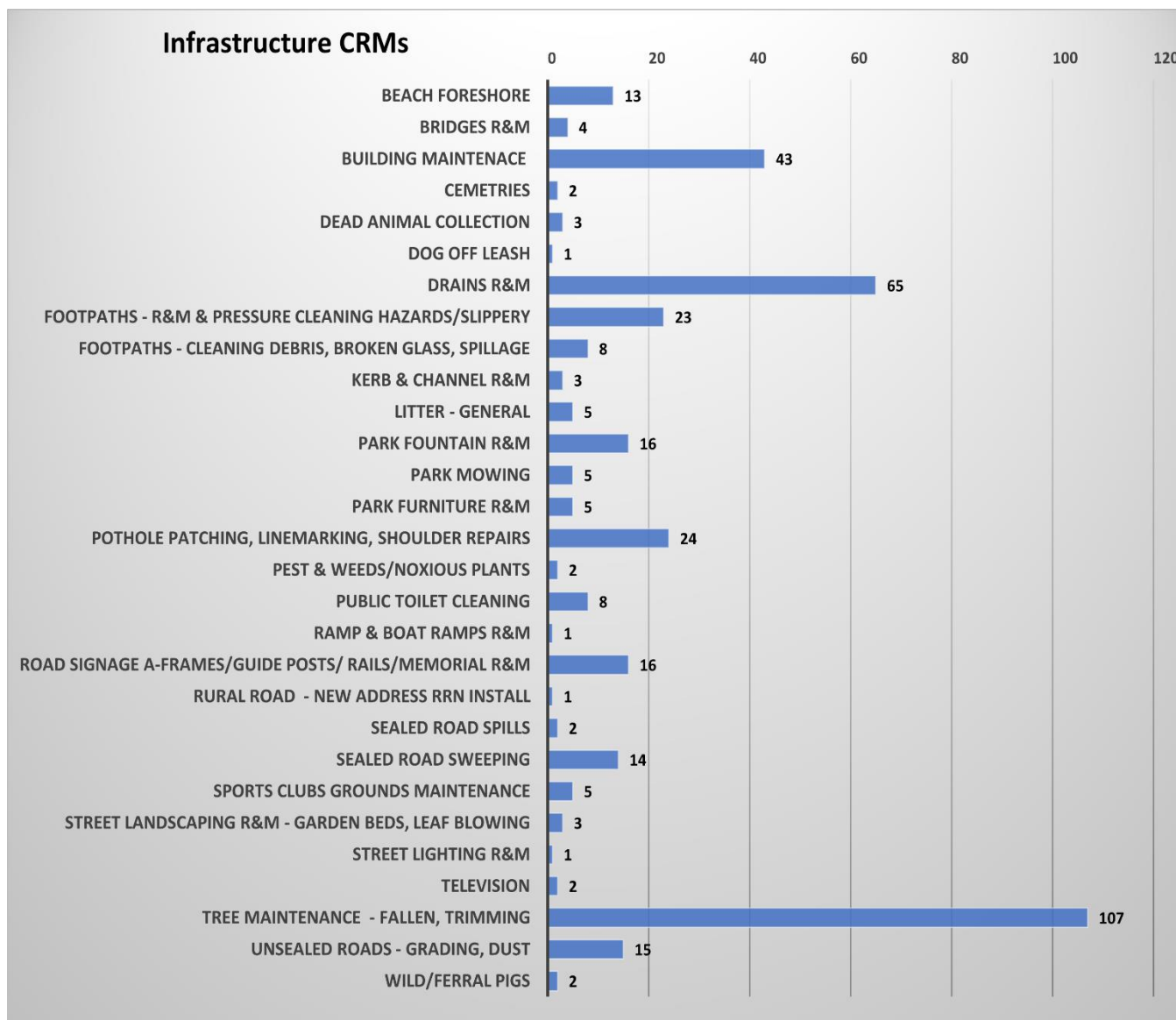


Image: Infrastructure CRM Statistics for the Second Quarter - 400

Capital Renewals Programs

As part of Council’s Transport and Drainage Asset Management Plan, we manage asset renewal programs each financial year. During this financial quarter, the following projects were completed:

Gravel Re-Sheet Renewal Program 2023-2024

- Programmed December gravel road re-sheet along Forest Creek Road, Forest Creek.
- Scheduled grading renewal of unsealed roads in the Daintree included Stewart Creek Road, Douglas Creek Road and Upper Daintree Road.



Image: Grading renewal along Douglas Creek Road



Image: Grading along Mary Lane

Drainage Renewal Program 2023-2024

- In preparation for the wet season, over a two-month period, crews cleaned and cleared drains, waterways and pipe heads around the Shire.
- Installation of a field grate to provide safe drainage relief at the Mossman Showgrounds.
- Repairs to the Crystalbrook Road Causeway due to a large defect with concrete exposure.



Image: Repairs to the Crystalbrook Road Causeway

- Upgrades to the stormwater pits at Front Street, Mossman.



Image: Reconstructed stormwater pit on Front Street

- In preparation for the wet season, contractors commenced vegetation clearing and cleaning on the drainage networks around Wonga Beach.



Image: Drain clearing at Marlin Drive, Wonga Beach

- Drainage inspections took place in November with the use of a specialised drain camera along our drainage infrastructure to capture GIS mapping updates for the Shires stormwater networks.

Road Re-Seal & Pavement Renewal 2022-2023

- Outstanding resurfacing works were completed in November at the Cape Tribulation CBD, Cassowary and Shannonvale.



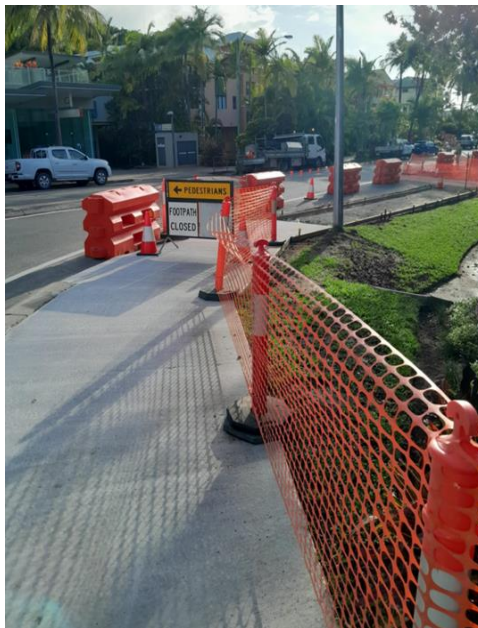
Image: Road Re-Seal Shannonvale Road



Image: Road Re-Seal Cassowary Road

Footpath Renewal Program 2023-2024

- Renewal of a damaged section of footpath on Macrossan Street East is underway. Works also include the improvement of the parking area.



Images: Footpath renewal progress, Macrossan Street East

Infrastructure Operations

Daintree Ferry – Davit maintenance

The four davits (crane-like devices) which are used to raise and lower the ferry’s ramps were modified over a 6-week period in October and November 2023. The urgent safety work was completed overnight to ensure the peak morning and afternoon periods were unaffected.



Image: Davit arm prior to modifications



Image: Davit arm after modifications

RMPC Contract

Council manage and maintain approximately 65km of State-owned roads as part of the conditional agreement (RMPC Contract) between Douglas Shire Council and Department of Transport and Main Roads (DTMR). Council also has an agreement with Maritime Safety Queensland to maintain State-owned marine infrastructure within our Shire.

Council have accomplished **113** defects for this financial quarter. These works include:

- Cleaning and clearing surface drains and culverts along Captain Cook Highway and Mossman Daintree Road.



Image: Drain clearing along Captain Cook Highway in November

- Tree clearing along Captain Cook Highway and Mossman Daintree Road to remove low hanging vegetation within the road corridor at **17** locations.



Image: November tree clearing along Mossman Daintree Road

- Installation of **45** new road signs across Captain Cook Highway, Port Douglas Road and Mossman Daintree Road programmed from the defects identified during recent night audits.



Image: New directional signage installed at Captain Cook Highway

- **3.45km** of light shoulder grading was completed along Captain Cook Highway and Mossman Daintree Road to allow water to free-drain from the road.



Image: Post-grading along Mossman-Daintree Road

Works on Marine Assets

Scheduled programmed maintenance on Council’s boat ramps and jetty’s include pressure washing every quarter. Works are scheduled during low tides to maximise area to be cleaned.

Depot Workshop

The Workshop completed the following services to Council vehicles for this quarter:

| Fleet and Plant Services | No. |
|---|------------|
| Light Vehicle- Hilux / Nissan Xtrail Services | 34 |
| Light/Heavy Truck Services | 8 |
| Plant Services (Tractors, Ride on Mowers | 8 |
| Small Plant (Chainsaws, Brush cutters, Pole Saws) | 38 |
| Major Repairs Vehicles & Plant | 6 |
| Total | 104 |

Purchased Fleet

A Medium-Rigid Hino Truck arrived for Council's Open Spaces Arborist Crew, used to tow the Woodchipper and has a tray with a custom-built canopy to collect woodchips.



Image: Hino Truck for the Vegetation Maintenance Crew

Open Spaces and Natural Areas

The team has achieved many accomplishments during the Second quarter. The following is a snapshot of the tasks / projects undertaken:

1. Cemetery renovations on the Port Douglas Memorial Garden and the entrance to Mossman Cemetery
2. Mulching of garden beds at Mossman
3. Pressure cleaning of amenities (toilet blocks) and seasonal bird droppings in Grant Street
4. Additional water tap installed at George Davis Park
5. Repairing and maintaining irrigation systems to comply with water restrictions and avoid water wastage
6. Contractors completed first round of coconut denutting on high-risk locations
7. Landscape plantings on Port Douglas Esplanade
8. Initial Emergent response to Cyclone Jasper
9. Clearing of flood debris off cables to refloat the Daintree Ferry after flood

In Macrossan Street, a significant fig tree faced a challenge as its roots started to uplift, resulting in an underground water main bursting. To address this issue, a significant limb was removed from the fig tree to redistribute its weight, aiming to maintain its structural integrity.

Three months later, we are pleased to observe that the tree has responded positively to the reduction, signalling a successful intervention. Moving forward, continuous monitoring will ensure the tree's ongoing health and vigour.



Image: Fig tree Macrossan St lifting out of ground



Image: Playground maintenance / swing replacement



Image: Dangerous tree removal Shepard Valley



Image: Crew clearing debris to unchain Daintree Ferry



Image: Flood debris on power pole Upper Daintree

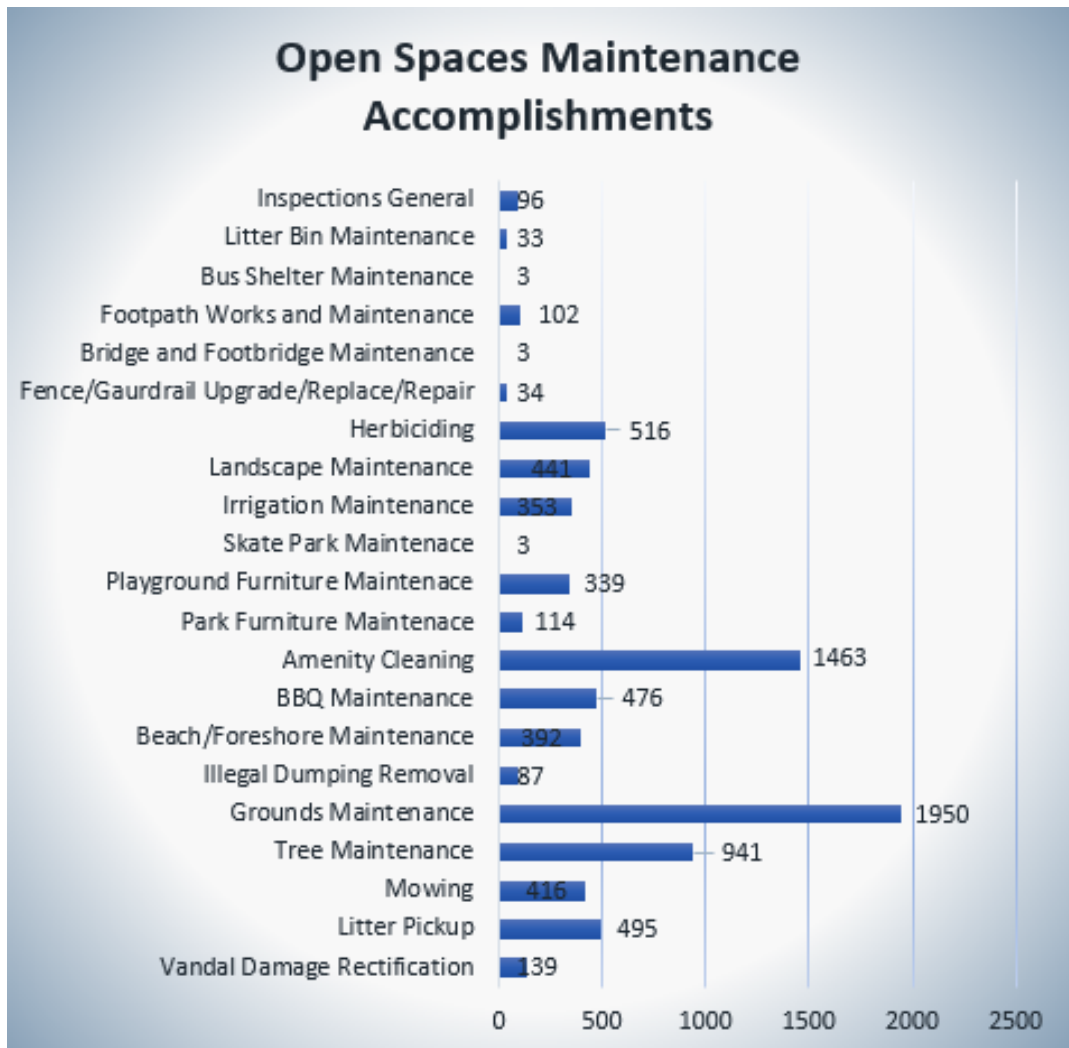


Image: Open Space Quarterly Accomplishment Report
Ordinary Council Meeting - 30 April 2024

Capital Works and Grants

The team has progressed several projects including:

- Lou Prince Park Cricket Nets were constructed.
- Flagstaff Hill Walking Trail received major maintenance works including 14 additional new prefab concrete steps and 33 rock armour plates.
- Mossman Pump track received a major overhaul with a new asphalt overlay and concrete edging installed for ease of maintenance.



Image: Cricket Nets Lou Prince Park



Image: Pump Track in Mossman

Flying Fox Roost Management Plan

The Flying Fox Roost Management Plan was successfully tendered by Biome5 PtyLtd. The Director and Principal Consultant for Biome 5 is Professor Noel Preece. Professor Preece has been working as a specialist consultancy in Queensland since 2006 and prior to this in Northern Territory from 1990. Both Directors of Biome 5 hold PhDs in environmental science fields. Professor Preece is Lead Scientist on the National Recovery Team for Endangered Spectacled Flying-fox.

His colleague Maree Treadwell Kerr is President of the Bats and Trees Society of Cairns, Coordinator of the Spectacled Flying-fox Recovery Team, and Co-convenor of the Flying Fox Expert Group of the Australasian Bat Society.



Image: Spectacled Flying Fox

Biosecurity

Council's Biosecurity Weed Team has located and treated more Cats Claw Creeper infestations within the Douglas Shire. Cat's Claw Creeper is a native of tropical America and is an aggressive climber that was used as an ornamental in older-style Queensland gardens. This vine can completely smother native vegetation, even growing up over trees, and many bushland areas already have serious infestations of this weed. The vine has a vigorous root and tuber system, which adds to difficulties in controlling the weed. Cat's Claw Creeper has been recognised as a Weed of National Significance due to its invasiveness and potential impacts.



Image: Cats Claw Creeper Infestation
Ordinary Council Meeting - 30 April 2024

Our biosecurity weed team have recently assisted a landholder in the Daintree area to mechanically remove a significant infestation of Water Hyacinth in a small dam on their property. Originally introduced to Australia as an aquatic ornamental plant, water hyacinth has become a major pest of rivers and dams. Not only does it destroy native habitats, but it also seriously depletes water bodies of oxygen, increases water loss and provides a breeding ground for mosquitoes. Water hyacinth is a category 3 restricted invasive plant under the Biosecurity Act 2014. A combination of mechanical, biological and herbicide methods are the best strategy in managing water hyacinth.



Image: Mechanical harvesting water hyacinth

Biosecurity Statistics:

- Total person hours on weed / electric ant control = 986 hours
- Feral pigs terminated = 31

Nursery Statistics

- Plants produced = 3079
- Plants distributed to community including sales, land care groups and project works = 1600

Building Facilities

Operational Works

The Building Facilities team continues to deliver operational works across the Council in line with service requirements. Contractors from various trade areas were engaged to deliver these works to ensure that Council infrastructure was maintained to a high standard for the benefit of staff and external customers.

Table: Quarterly Activity Report

| Activity Name | No. of jobs assigned to Contractors 1 October to 31 December 2023 |
|--|--|
| Plumbers | 136 |
| Electricians | 75 |
| Builders | 15 |
| Air conditioning repairs/replacements | 26 |
| CCTV/security systems | 20 |
| Generators/batteries | 5 |
| Pressure cleaning/demoulding/spring cleaning | 1 |

| Activity Name | No. of jobs assigned to Contractors 1 October to 31 December 2023 |
|----------------------|--|
| Metal fabricating | 4 |
| Locksmiths | 24 |
| Pest control | 7 |
| Cleaning extras | 10 |
| Blinds | 4 |
| Communication towers | 3 |
| Fire services | 5 |
| Welding | 8 |
| TOTAL | 343 |

Operational Works

During this quarter the Building Facilities team have been working hard to procure new service contractors for Fire Control Systems Servicing, Roof Cleaning, Bathroom Services, Airconditioner Servicing, Pest Control, Security Services and Generator Servicing plus Cleaning Services for the Mossman Admin/Depot & Nursery. The team has also been attending to over 343 daily maintenance issues over this period. These jobs have included general breakdowns with nearly the majority being plumbing/electrical works. We also had a variety of other breakdowns and several acts of wilful damage.

New CCTV cameras have been installed as required at various venues and CCTV's at the water sites have been serviced. The Building Facilities team have also dealt with numerous issues at the Pool and Caravan Park – pool pump / electricals / water leaks.

Capital Works

The following Capital Works projects are at various stages, many having to be delayed due to priority Cyclone Restoration works:

1. Sharks Club House – refurbishment of side and rear steps (Complete)
2. Daintree Dump Points – repurpose holding tank to caravan dump point (Complete)
3. Mossman Show Grounds – upgrade aging power supply to food area (Delivery Apr-June)
4. DAB Arts Centre Roof Repairs and Lighting Upgrade (Complete)
5. Port Sports Complex – replace ceiling in dining area and kitchen (Deferred until Sept)
6. Mossman Library – install new smoke detectors (Underway)
7. Port Community Hall – install new smoke detectors (Underway)
8. Mossman Shire Hall – upgrade and install new smoke detectors (Design underway)
9. Mossman Shire Hall – upgrade ceiling fans (Deferred until July)
10. Port Community Hall – upgrade (Delivery April – June)
11. Asbestos Management Plans (Procurement underway)
12. Structural Inspection – Sugar Wharf (Procurement underway)
13. Height Safety Management – Numerous locations – install ladder access and harness points (Completed)

PROJECT OFFICE

Capital Works Projects

Killaloe Landfill Final Capping – Stage 3

Three capping layers were completed in October with stormwater pipes installed for the leachate farm. Unfortunately, works were halted due to TC Jasper.



Image: Final landfill capping completed, Killaloe

Reef and Barrier Street Lighting Upgrade

Some dark spots identified along Reef and Barrier Streets in Port Douglas were identified and rectified with new lights installed. The project finished in early December 2023.



Image: Preparation to under bore for lighting power lines on Barrier Street
Ordinary Council Meeting - 30 April 2024

Mossman Gorge Shared Pathway

The Mossman Gorge Shared Pathway project was completed in early November 2023.



Image: New path crossing Marr Creek

Smart Water Meters

The Contractor achieved Practical Completion in October 2023. This project entered the defects liability period, when some teething issues, including faulty meters and issues with the data platform have begun to be addressed.

Overall the project has been successful and is reporting accurate water usage. The next stage will be to utilise the technology for district metering for better recognition of water losses, enhancing water security in the Shire.

Mossman River Intake

The Mossman River Intake project has progressed to nearly shovel ready status. The Water Security Strategy and Implementation Plan has been adopted by Council and was issued with the water extraction licence application required for the new intake facility to the QLD State Department of Regional Development and Water. Their response has been favorable and it is expected that Council are invited to formally submit an application early in the new year.

The development application has been approved. The Environmental Protection and Biodiversity Conservation referral is complete, and the cultural heritage clearance report has been finalised.

Detailed design of the Mossman Water Treatment Plant ultraviolet disinfection system project was also completed.

Projects currently being managed by the Project Office

- Mossman Splash Park
 - Mossman River Intake
 - QRRRF21-22 Warner-Mowbray St Trunk Drainage
- Ordinary Council Meeting - 30 April 2024

- Water Treatment - WHS Improvement
- Port Douglas WWTP - Inlet Works Renewal
- SPS Switchboard Renewals 23/24
- Alexandra Range Stabilisation - TIDS
- Alexandra Range Surfacing - TIDS
- Critical Water Mains Replacement
- Macrossan-Grant St Water Main Integration
- SPS - MA Rising Main Upgrade
- Coronation Park Field Light replacement
- Fire Fighting Compliance
- District metering and pressure management
- Port Douglas WWTP - Recycled Water Upgrade
- Killaloe Final Capping - Stage 3
- Noah Creek Bridge
- Port Douglas Aquatic Precinct
- Disaster Repair Lee's Bridge
- Taylors Crossing Replacement
- Ferry Landside Infrastructure
- Ferry Landside Infrastructure
- Mossman Aged Care Facility Stage 2
- Victor Creees and Netball Courts

WATER AND WASTEWATER

Water

Smart Water Meter Rollout

Smart water meter rollout is nearly complete within the Council water reticulation area.

The smart water metering devices have allowed property water leaks to be detected in their earliest stages, allowing property owners the autonomy to act on reducing water leak volumes and thus their water bills. The table below shows the leak summary, registered properties and leak notifications since the installation of smart water meters at the start of 2022.

Table: Results since installation of Smart Water Meters at start of 2022

| Metric | Total (as of 31/12/2023) |
|--|--------------------------|
| Total Number of Meters | 4,127 |
| Meters With Leaks | 368 |
| % of Meters With Leaks | 9% |
| Leaks Ceased During Period | 3,090 |
| New Leaks in Period | 2,984 |
| % of Leaks Ceased During Period | 90 |
| Total Volume Lost to Leaks (kL) | 143,028 |
| Average Leak Rate During Period (L/hr) | 161 |
| Average Leak Days (Ceased Leaks) | 21 |
| Average Leak Days (Continuing Leaks) | 2 |
| Registered Properties to MiWater | 1,203 |

| Metric | Total (as of 31/12/2023) |
|--|--------------------------|
| Notifications issued to residents | |
| SMS Leak Notifications | 1,317 |
| Email Leak Notifications | 1,166 |
| High consumption Alert Notification | 564 |
| TOTAL Notifications | 3,047 |

Once a resident is informed of a potential leak on their property, any decision to repair a leak is that of the property owner. Douglas Shire Council does not have any legal ability to enforce a leak to be repaired.

The MiWater customer platform is being utilised by residents to view the water usage on their property. As a courtesy the Water and Wastewater department is currently issuing leak alerts once a month. As a result, the MiWater Portal has seen an increase in sign-ups. Residents appreciate the ability to monitoring their consumption and comparing it to the areas average.

Table: Technical Support Officer activities for period

| Activity | Number in period |
|---|------------------|
| Customer smart water meter enquiries and MiWater assistance | 73 |
| Property Owner - MiWater Approvals | 209 |
| InfoXpert Tasks - As Constructed | 15 |
| Email Daily Reports – Treatment Plants | 487 |
| Backflow Account Billing | 39 |
| Backflow Device Tests Received | 121 |
| Trade Waste Approvals issued | 111 |

Water Quality

Level 0 water conservation measures continued. Douglas Shire has been on water restriction Level 0 since 10 January 2023.

At minimum Rex Creek intake level dropped to 220 mm during the reporting period. However, tropical cyclone Jasper caused the river levels to peak at record high levels 3,425 mm on 18 December 2023.

The average water consumption was 8,594 kL/day for the Port Douglas network and 2,490 kL/day for the Mossman network.

The graph below displays the water usage for the Mossman/Port Douglas scheme and shows the creek level recorded at Rex Creek intake throughout the reporting period.

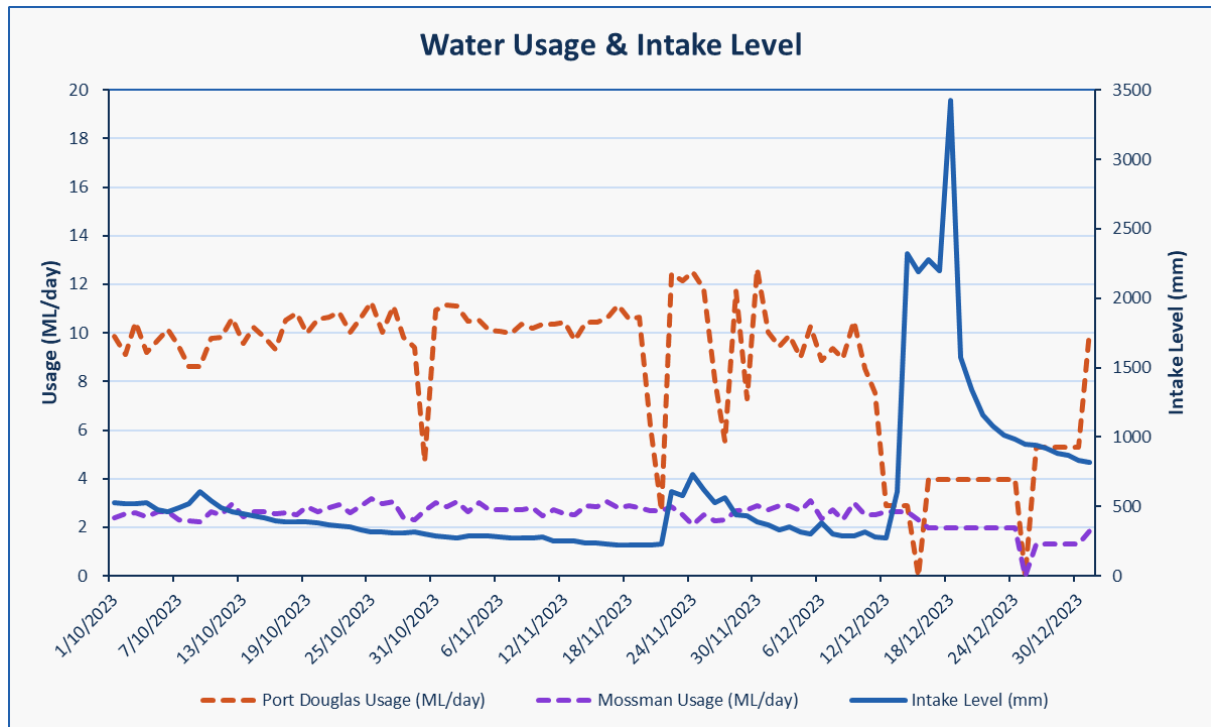


Image: Water Usage for Mossman/Port Douglas Scheme and Rex Creek Intake Level. Please note, post TC Jasper 13/12/2023 - 1/1/2024 daily usage was averaged from when daily meter readings were unavailable.

Total water consumption for the current period:

- Mossman area consumed 229 ML
- Port Douglas area consumed 791 ML
- Whyanbeel water scheme consumed 91 ML
- Daintree water scheme consumed 5.2 ML

Mossman / Port Douglas Scheme

During the reporting period, tropical cyclone Jasper caused heavy rainfall and over 3,000 mm of rainfall was measured at Rex Creek intake site within 7 days. The heavy rainfall caused landslips at and above the intake locations, dislodging rocks and boulders, removing vegetation and making the land unstable. Rocks and sand blocked the intake structures, preventing normal water flow into the raw water pipeline.

Due to the unstable soil at and above the water intakes, sand and mud caused high turbidity in the raw water.

The graph below indicates the daily turbidity trends at Rex Creek intake and treated water as recorded at the Mossman water treatment plant for the current period.

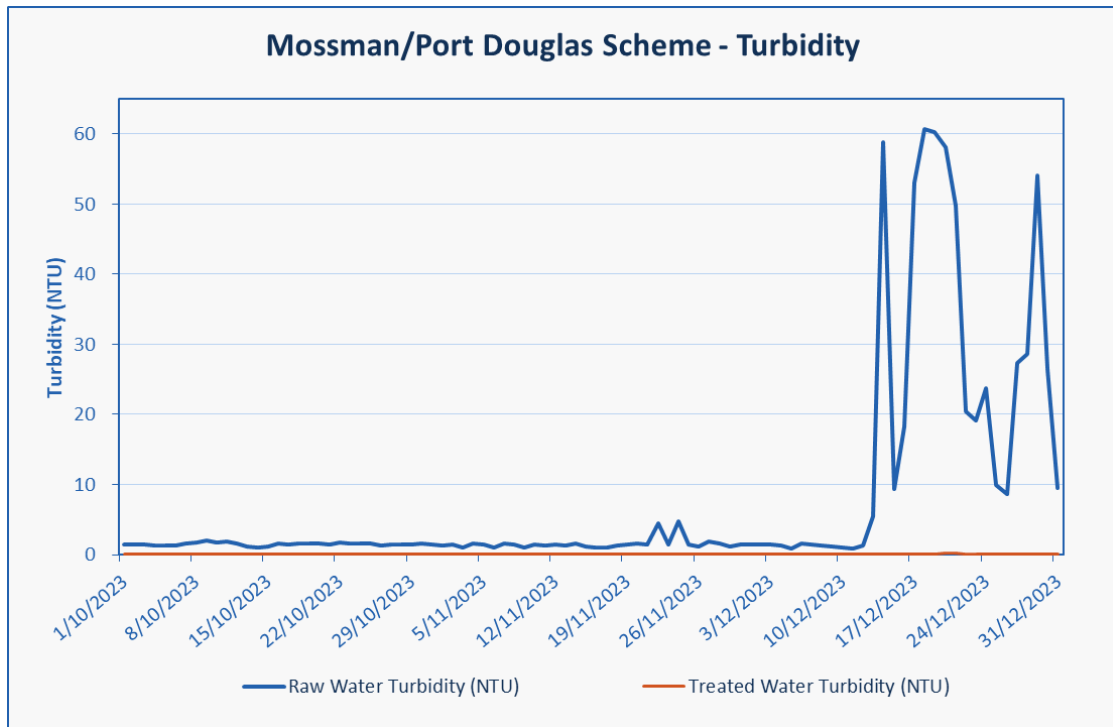


Image: Mossman/Port Douglas Scheme – Turbidity

After the disaster event, high raw water turbidity affected the water treatment processes by blocking filtration membrane and resulting in more frequent backwashing. Although water treatment processes were effective, the production was slowed down due to reduced production rates. The production issues were highlighted by increased breaks within the water network, contributing to high water losses.

Network breaks were caused by debris moved by flood waters, pressure fluctuations and ground movement due to high water tables and soil saturation differences. The multitude of water supply issues led to a total loss of water supply within large areas of the water network.



Images: Water network breaks after tropical cyclone Jasper

Whyanbeel Scheme

Whyanbeel water scheme faced similar production and network related challenges to Mossman/Port Douglas water scheme after tropical cyclone Jasper and following flooding event. The event led to a total loss of water supply within the water network.

The graph below indicates the trends for daily turbidity recorded at Little Falls Creek intake and for treated water recorded at the Whyanbeel water treatment plant for the reporting period.

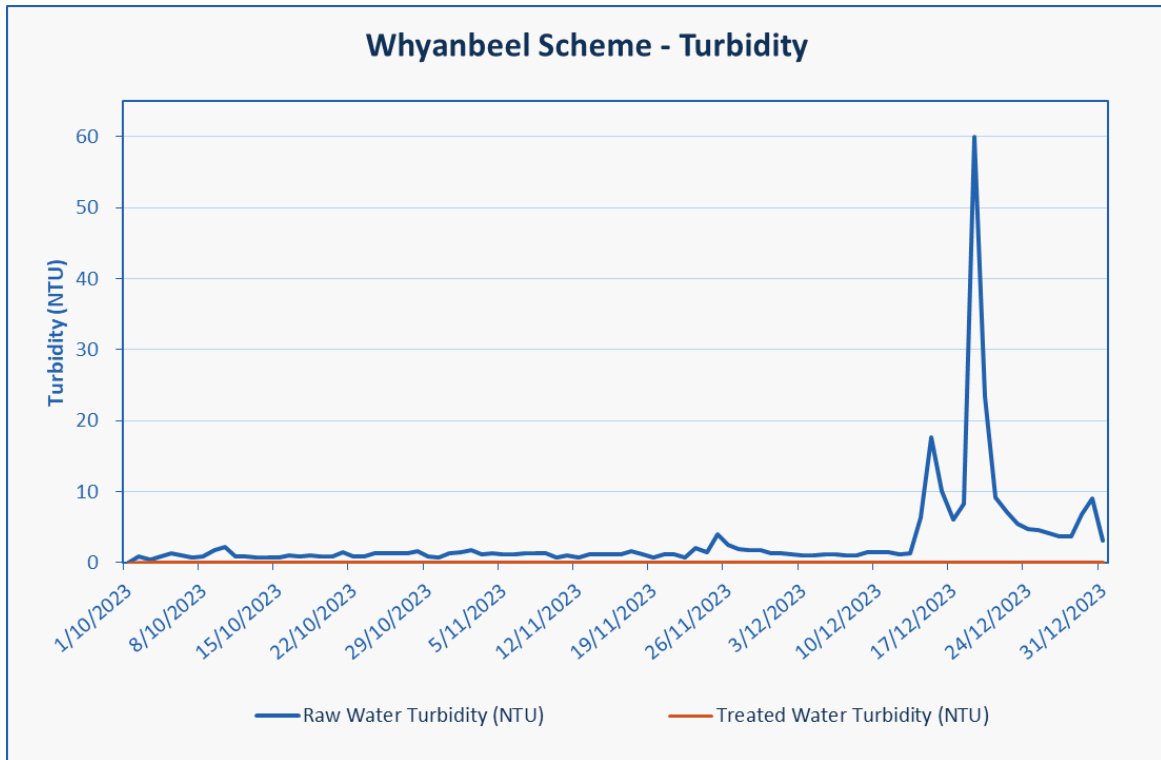


Image: Whyanbeel Scheme – Turbidity

Daintree Scheme

Daintree water scheme was inaccessible for a period of time after tropical cyclone Jasper and following flooding event. The water supply was lost for approximately a day due to a broken water main that exhausted the treated water reservoir storage. However, the bore water supply was not affected by the cyclone event and the water supply was returned soon after access to Daintree township was returned and broken water main fixed.

The graph below indicates the trends for daily turbidity recorded from Daintree bore and for treated water recorded at the Daintree water treatment plant for the reporting period.

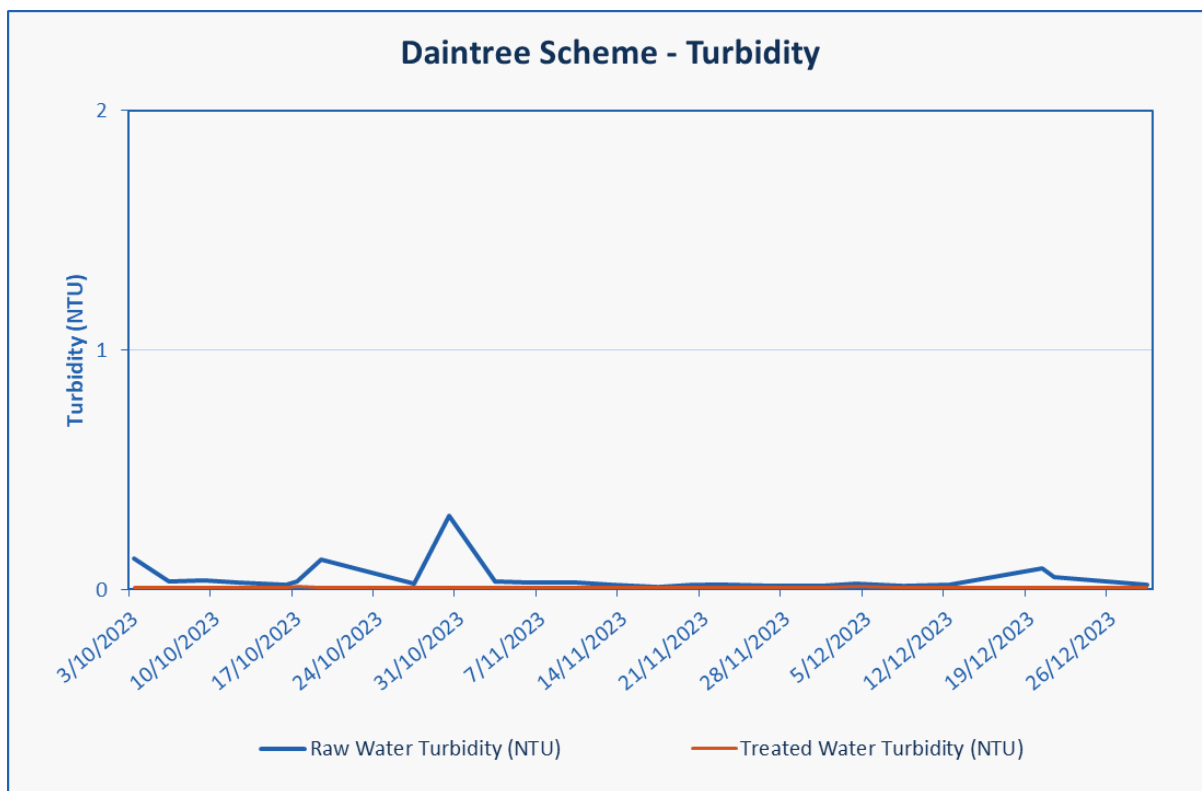


Image: Daintree Scheme – Turbidity

Water Reticulation

The table below details the significant activities carried out on the water reticulation network across all schemes.

Regular general reservoir, pump station checks, and maintenance were performed across all three water supply schemes. Additional cyclone preparation activities were conducted prior to the disaster event.

Table: Water reticulation team maintenance activities

| Activity | Number in period |
|-------------------------------|------------------|
| New water service connections | 12 |
| Service repairs | 118 |
| Water main repairs | 49 |
| Water quality notifications | 2 |
| Water quality complaints | 0 |
| Dial-Before-You-Dig enquiries | 321 |
| Total CRMs attended | 250 |

All water quality customer notifications were investigated and resolved. One water quality notification was related to dirty/cloudy water. Another water quality notification was received regarding a smell in water. At both times water lines were flushed and water quality was tested at the customer service.

Regulatory Compliance

Drinking water sampling occurs at intakes, reservoirs and in the reticulation network to ensure compliance with Council’s approved Drinking Water Quality Management Plan (DWQMP) and the Australian Drinking Water Guidelines (ADWG).

Water quality verification monitoring includes regular testing of individual reticulation zones with monthly sampling at the reservoirs. Supporting programs for the verification of drinking water quality include:

- Water treatment plants and reservoirs that have SCADA alarms for action and critical limits, are operated under critical control points;
- Reservoir inspections that are done regularly to ensure that the reservoirs are intact and that any points of ingress are repaired; and
- Network operations that have a flushing program that ensures the chlorine residual is above 0.2 mg/L.

For the reporting period, a total of 93 treated water *E. coli* compliance samples were taken across the drinking water schemes. A total of 5 *E. coli* samples were tested in the Douglas water laboratory and 43 in a NATA accredited laboratory. Other parameters monitored allow the Water and Wastewater Department to observe trends in water quality across the schemes.

All tested parameters in drinking water samples during the reporting period were compliant with ADWG health guideline values and standards required by the Water Supply Regulator and Queensland Health.

Non-potable water supplied to Dagmar residents was also monitored monthly for metals and *E. coli* and once for pesticides throughout the period.

In addition, water quality was monitored at all of the intakes, including 15 raw water *E. coli* samples. Raw water sampling assists Council to understand the treatment needs and health-based targets.

Mossman/ Port Douglas Scheme

Average monthly values for key monitoring parameters are detailed in the following table for treated water in the Mossman/Port Douglas water scheme.

Table: Average monthly values for key monitoring parameters in the Mossman/Port Douglas scheme

| Month | pH | Temp °C | Free Cl mg/L | Alkalinity mg CaCO ₃ /L | Colour PCU | Cu mg/L | Fe mg/L | Mn mg/L | <i>E. coli</i> MPN |
|----------|-----------|---------|--------------|------------------------------------|------------|---------|---------|---------|--------------------|
| Standard | 6.5 - 8.5 | 10 - 30 | 0.2 - 5.0 | 0 - 200 | <15 | <1 | <0.3 | <0.1 | <1 |
| Oct-23 | 6.79 | 25.8 | 1.04 | 5.76 | <1 | 0.007 | <0.015 | <0.0002 | <1 |
| Nov-23 | 7.09 | 26.8 | 0.99 | 7.7 | <1 | 0.007 | <0.015 | <0.0002 | <1 |
| Dec-23 | 6.68 | 27.9 | 0.75 | 6.1 | <1 | 0.011 | <0.015 | <0.0003 | <1 |

Whyanbeel Scheme

Average monthly values for key monitoring parameters are detailed in the following table for treated water in the Whyanbeel water scheme.

Table: Average monthly values for key monitoring parameters in the Whyanbeel scheme

| Month | pH | Temp °C | Free Cl mg/L | Alkalinity mg CaCO ₃ /L | Colour PCU | Cu mg/L | Fe mg/L | Mn mg/L | <i>E. coli</i> MPN |
|----------|-----------|---------|--------------|------------------------------------|------------|---------|---------|---------|--------------------|
| Standard | 6.5 - 8.5 | 10 - 30 | 0.2 - 5.0 | 0 - 200 | <15 | <1 | <0.3 | <0.1 | <1 |
| Oct-23 | 7.32 | 25.9 | 1.21 | 7.8 | <1 | 0.004 | <0.015 | 0.0003 | <1 |
| Nov-23 | 7.67 | 27.6 | 1.43 | 10 | <1 | 0.007 | <0.015 | 0.0003 | <1 |
| Dec-23 | 7.64 | 27.4 | 1.06 | 11.00 | <1 | 0.006 | <0.015 | 0.0003 | <1 |

Daintree Scheme

Average monthly values for key monitoring parameters are detailed in the following table for treated water in the Daintree water scheme.

Table: Average monthly values for key monitoring parameters in the Daintree scheme

| Month | pH | Temp °C | Free Cl mg/L | Alkalinity mg CaCO ₃ /L | Colour PCU | Cu mg/L | Fe mg/L | Mn mg/L | E .coli MPN |
|----------|-----------|---------|--------------|------------------------------------|------------|---------|---------|---------|-------------|
| Standard | 6.5 - 8.5 | 10 - 30 | 0.2 - 5.0 | 0 - 200 | <15 | <1 | <0.3 | <0.1 | <1 |
| Oct-23 | 6.6 | 25.6 | 1.28 | No data | <1 | 0.008 | <0.015 | 0.0005 | <1 |
| Nov-23 | 6.4 | 27.1 | 1.32 | 20 | <1 | 0.015 | 0.04 | 0.04 | <1 |
| Dec-23 | 6.3 | 27.9 | 1.14 | 19 | <1 | 0.011 | <0.015 | 0.001 | <1 |

Wastewater

Operations

General maintenance programs continued on the reticulation networks and pump stations in the Mossman and Port Douglas catchments.

The table below shows the number of activities and complaints across the two wastewater schemes.

Table: Sewerage activities for the current period

| Issue | Port Douglas WWTP Catchment | Mossman WWTP Catchment |
|----------------------|-----------------------------|------------------------|
| Pump Blockages | 5 | 1 |
| Sewer Chokes | 1 | 0 |
| Sewer Main Breaks | 0 | 0 |
| HCB Repairs | 4 | 0 |
| Odour Complaints | 0 | 1 |
| Public Complaints | 0 | 0 |
| Reportable Incidents | 1 | 0 |

Port Douglas Wastewater Treatment Plant

Rainfall

Total rainfall on site during the reporting period was measured as 1,410.5 mm. The highest daily rainfall of the period at Port Douglas WWTP was 390 mm on Monday 18 December 2023.

Flows

Port Douglas WWTP received a total influent flow of 264.7 ML during the reporting period. The average daily inflow was 2.878 ML/day. Contractors delivered 0.421 ML of septage to the plant and 1.046 ML of leachate from the Killaloe Landfill and Transfer Station. Daily inflow data for Port Douglas WWTP is presented below.

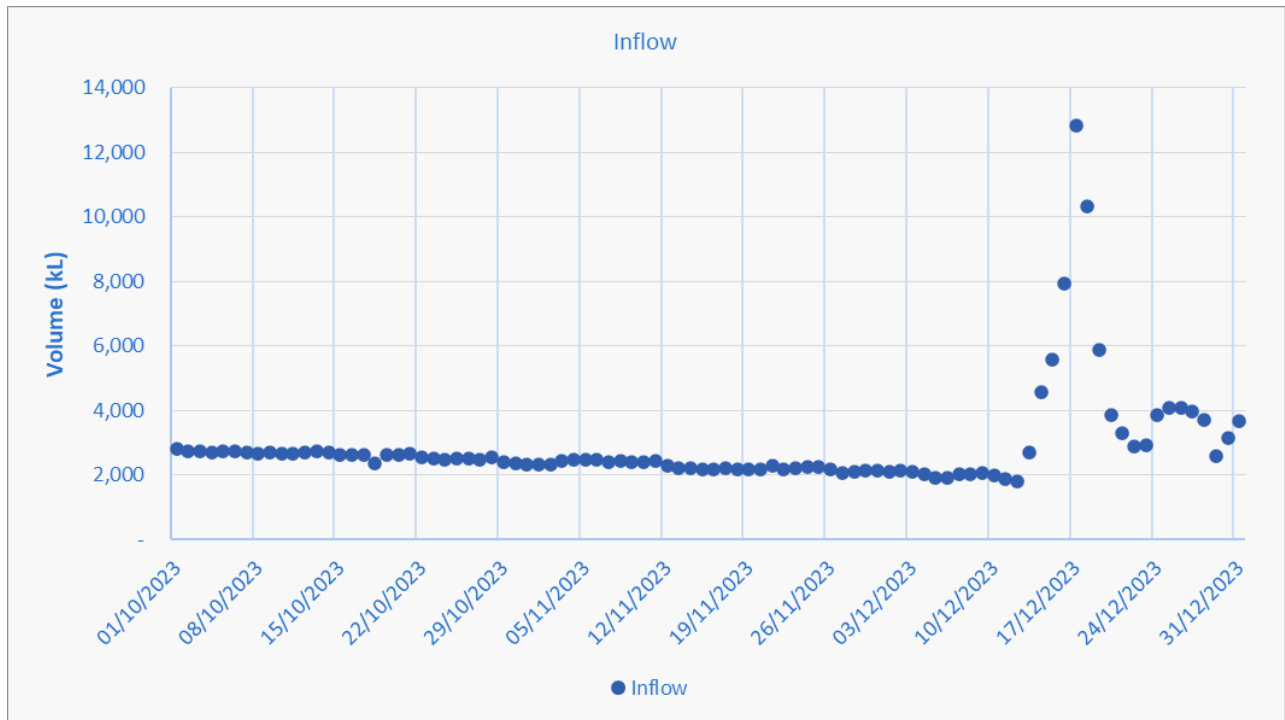


Image: Port Douglas WWTP daily inflow

Recycled Water

49% of treated effluent was pumped to two resort golf courses for irrigation purposes and the remainder discharged into the Dickson Inlet.

The Sheraton Grand Mirage Resort Port Douglas received 97.313 ML and Palmer Sea Reef Golf Course received 38.220 ML of treated effluent during this period.

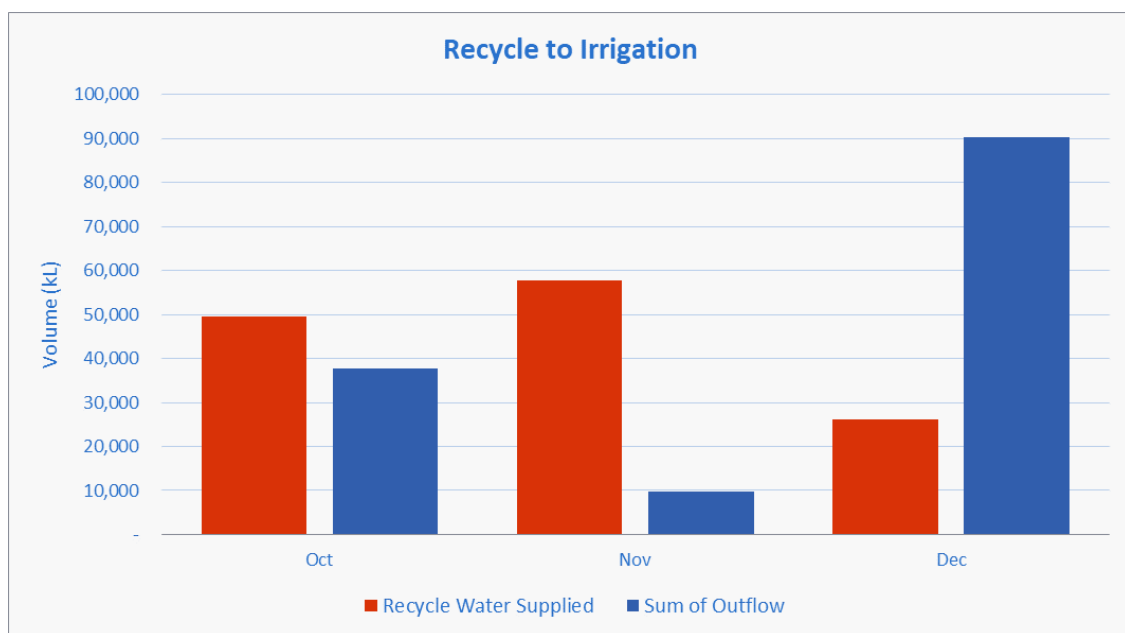


Image: Port Douglas WWTP monthly recycled water supplied and outflow

Biosolids

At Port Douglas WWTP, 429.7 tonnes of wet bio-solids were produced during the reporting period. Biosolids were transported by Arkwood Organics to farms across the region for use as organic fertiliser and soil conditioner.

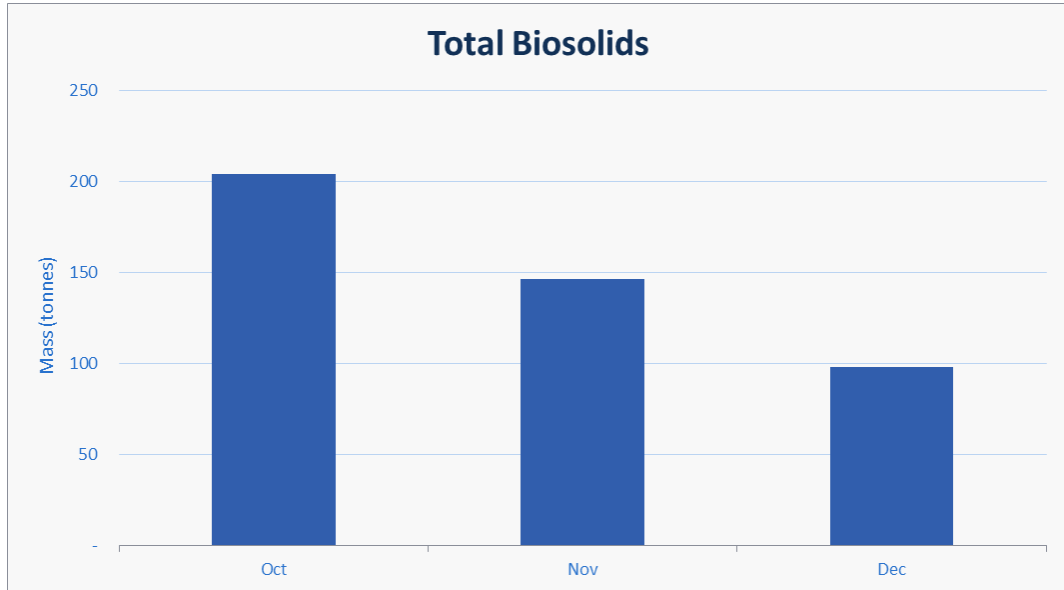


Image: Port Douglas WWTP monthly biosolids produced

Mossman Wastewater Treatment Plant

Rainfall

Total rainfall on Mossman WWTP site during the reporting period was measured as 2,326.2 mm. The highest daily rainfall for the period was 627.0 mm on Sunday 17 December 2023.

Flows

Mossman WWTP received a total influent flow of 108.334 ML during the reporting period. The average daily inflow was 1.178 ML/day. Daily inflow data for Mossman WWTP is presented below.

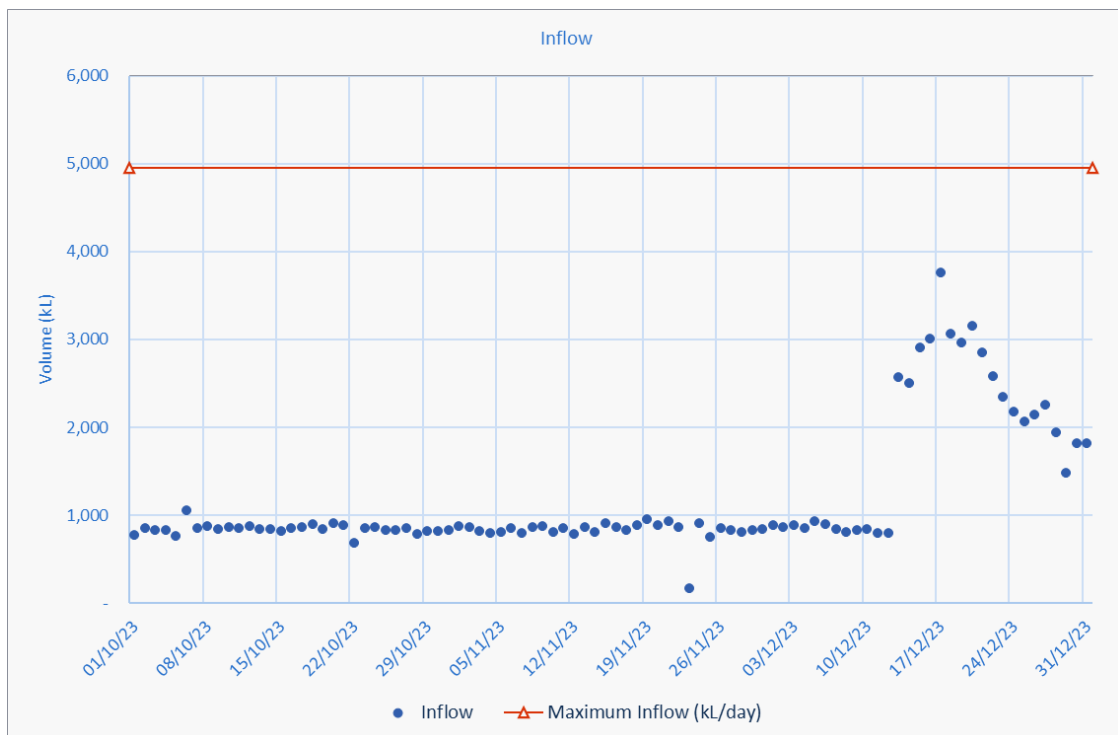


Image: Mossman WWTP daily inflow

Biosolids

At Mossman WWTP, 56 tonnes of wet biosolids were produced during the reporting period. Biosolids were transported by Arkwood Organics to farms across the region for use as organic fertiliser and soil conditioner.

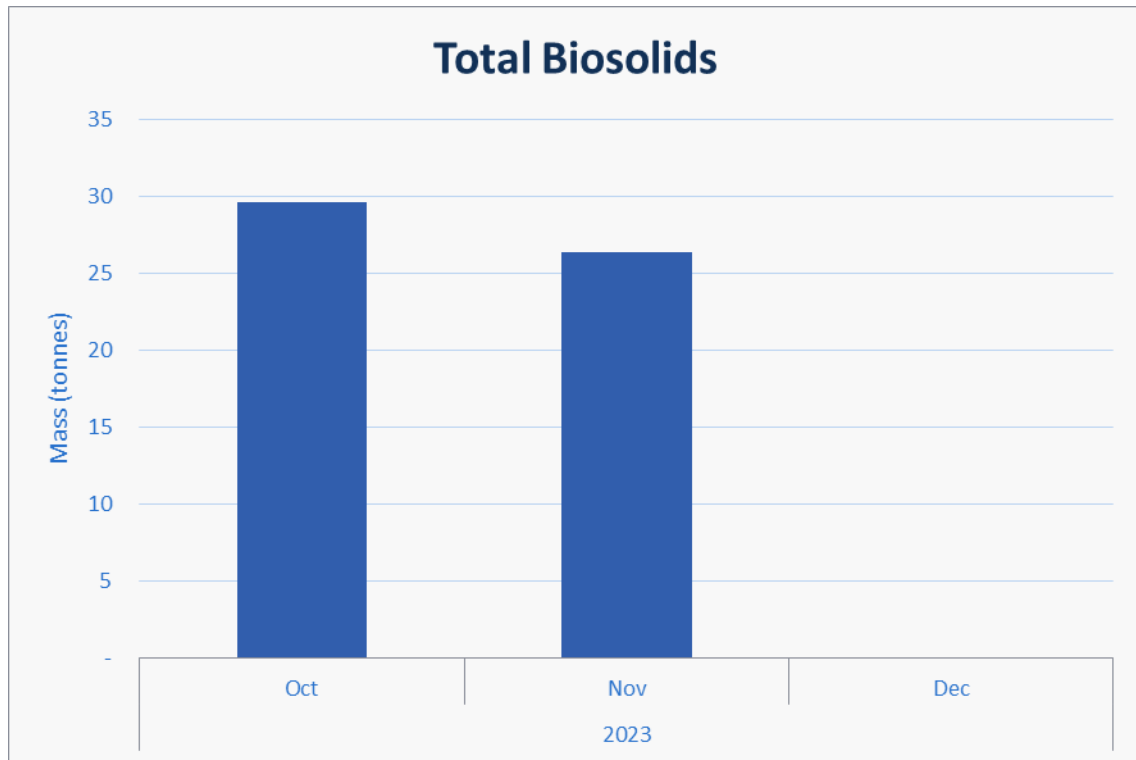


Image: Mossman WWTP monthly biosolids produced

Regulatory Compliance

During the reporting period, compliance sampling was performed, as per EPPR01790513 licence conditions. Treatment process and in-house monitoring was carried out each day at both WWTPs. Additionally, more samples were taken from the treatment processes, biosolids, receiving waters and bores. External samples were tested by a NATA-accredited laboratory for physical, chemical, and microbiological parameters. Process settings, effluent quality, flow rates, pump station performance and maintenance aspects were monitored and controlled with SCADA Citect via an extensive telemetry network. All parameters tested during the reporting period from both of the WWTPs were compliant.

Port Douglas Wastewater Treatment Plant

The results for wastewater effluent licence compliance parameters (i.e. ammonia, total phosphorous, total suspended solids, BOD₅ and total nitrogen) are shown in in the images below:

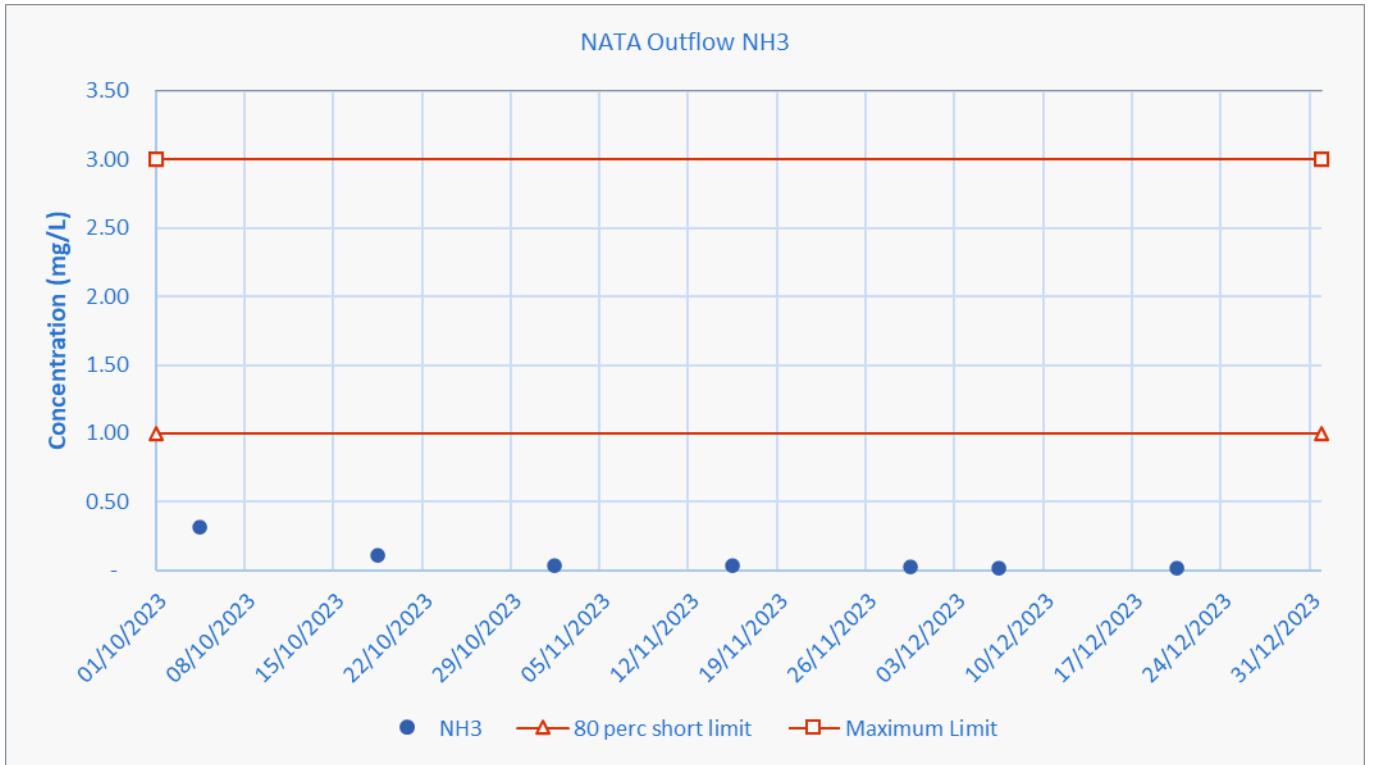


Image: Port Douglas WWTP final effluent – ammonia (NH₃)

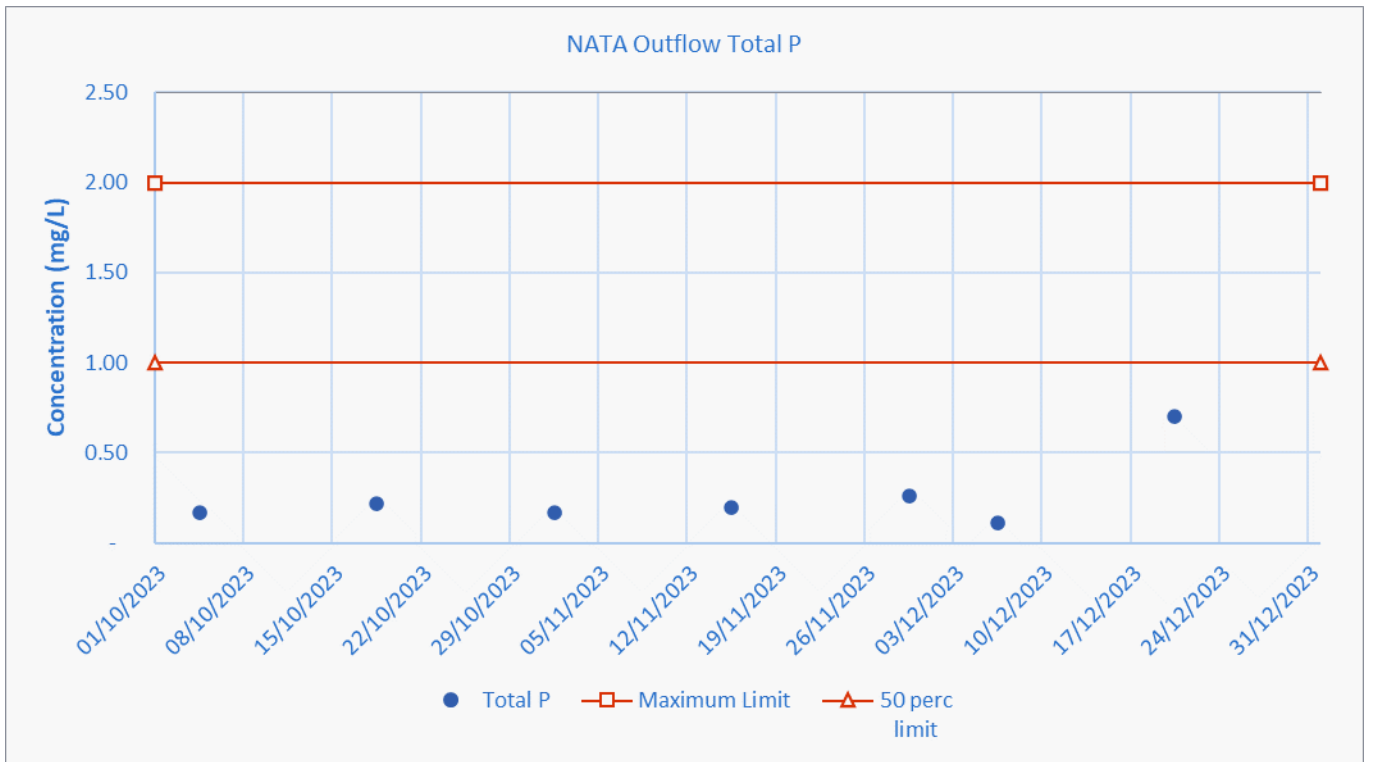


Image: Port Douglas WWTP final effluent - total phosphorous

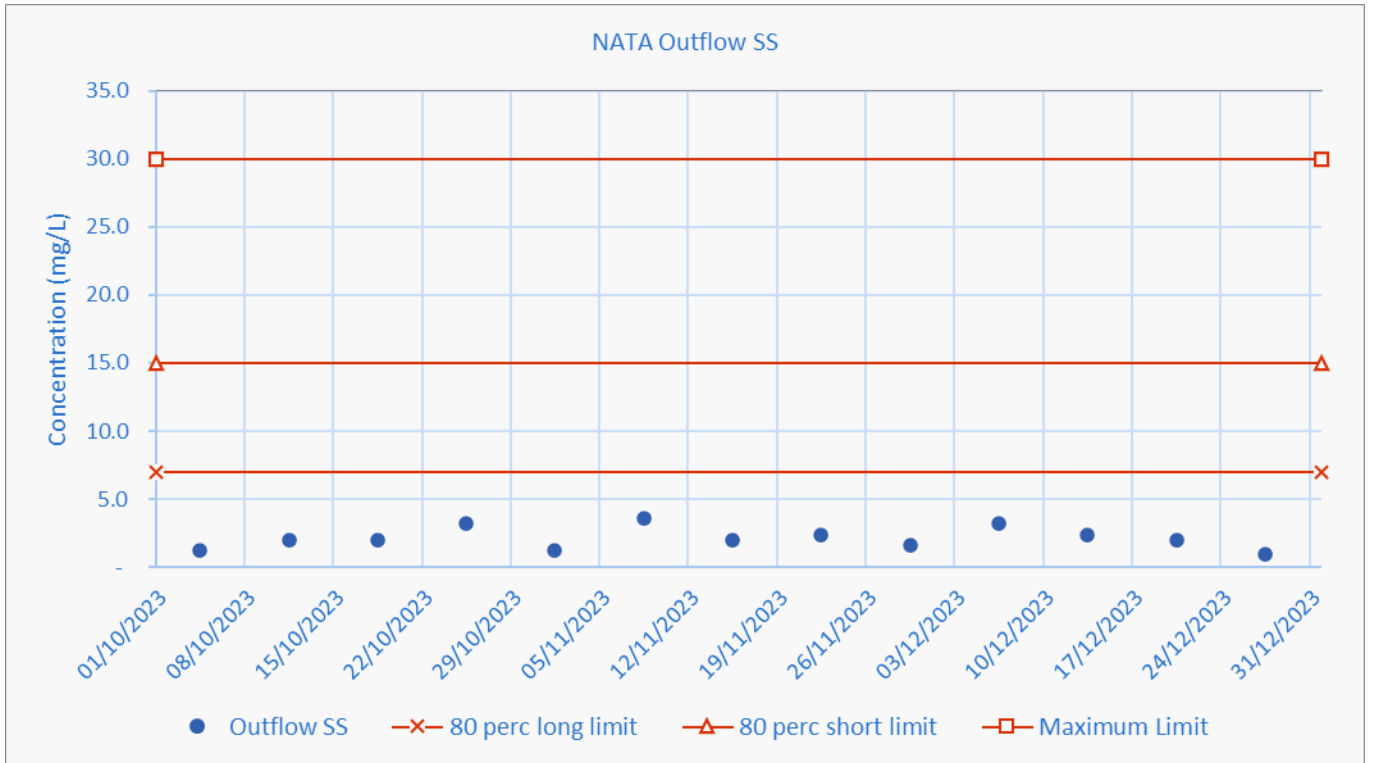


Image: Port Douglas WWTP final effluent - total suspended solids

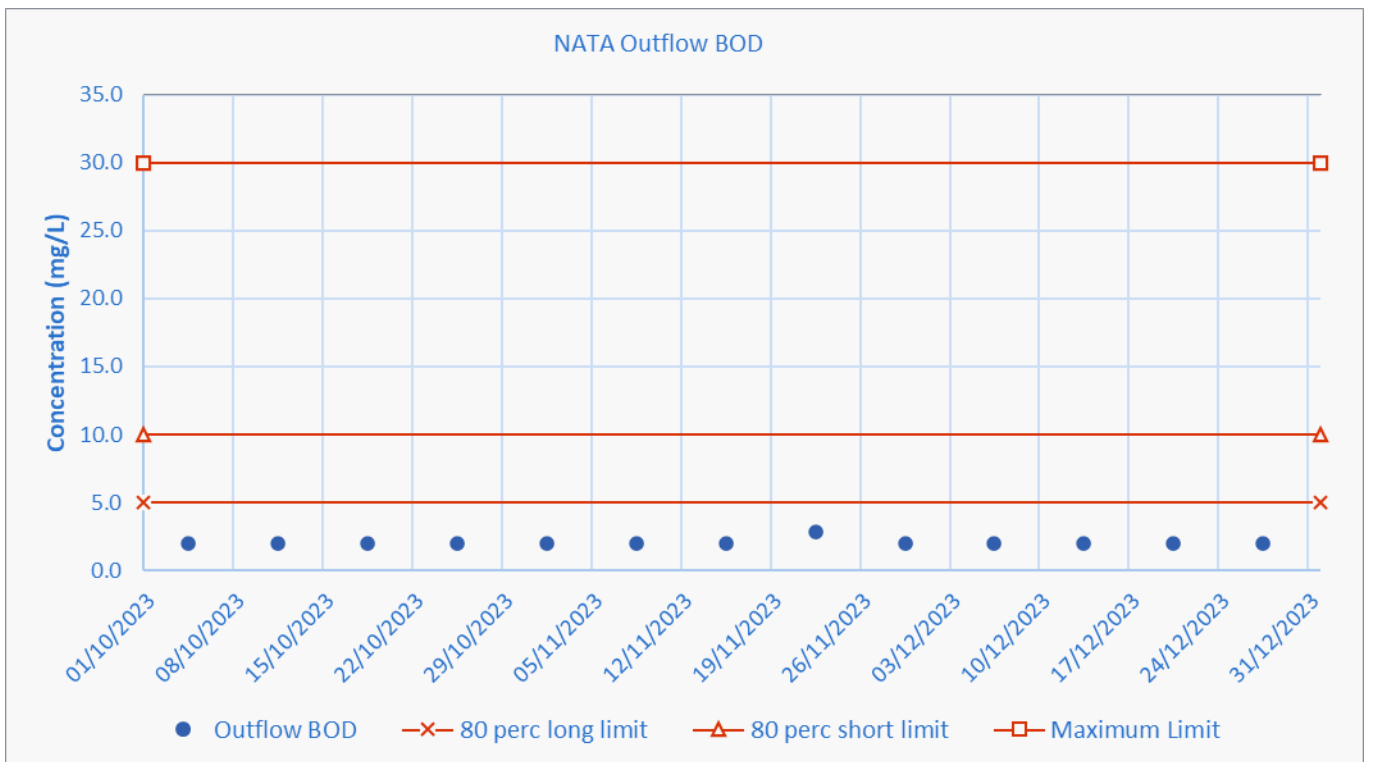


Image: Port Douglas WWTP final effluent - BOD₅ (biochemical oxygen demand)

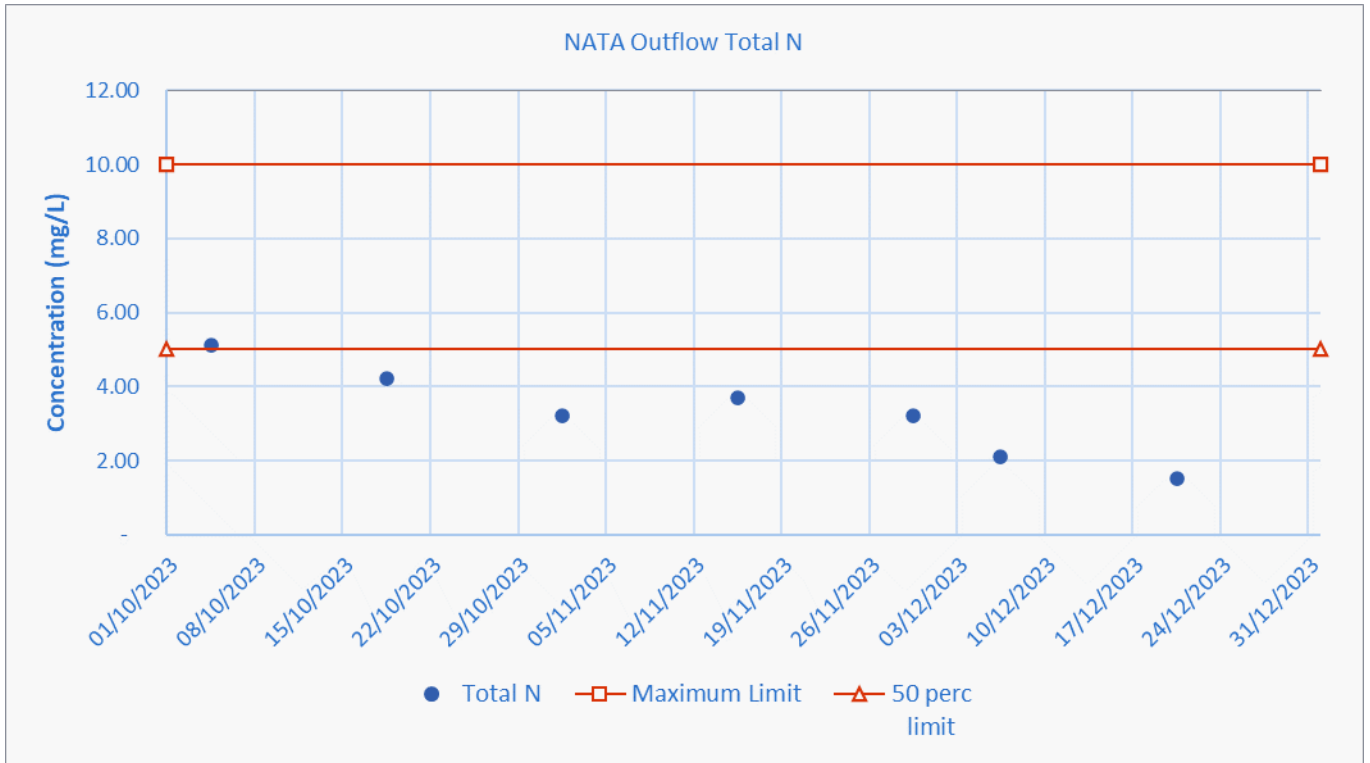


Image: Port Douglas WWTP final effluent - total nitrogen

Mossman Wastewater Treatment Plant

The results for final effluent key licence compliance parameters (ammonia, total phosphorous, total suspended solids, BOD5 and total nitrogen) are shown in the following graphs:

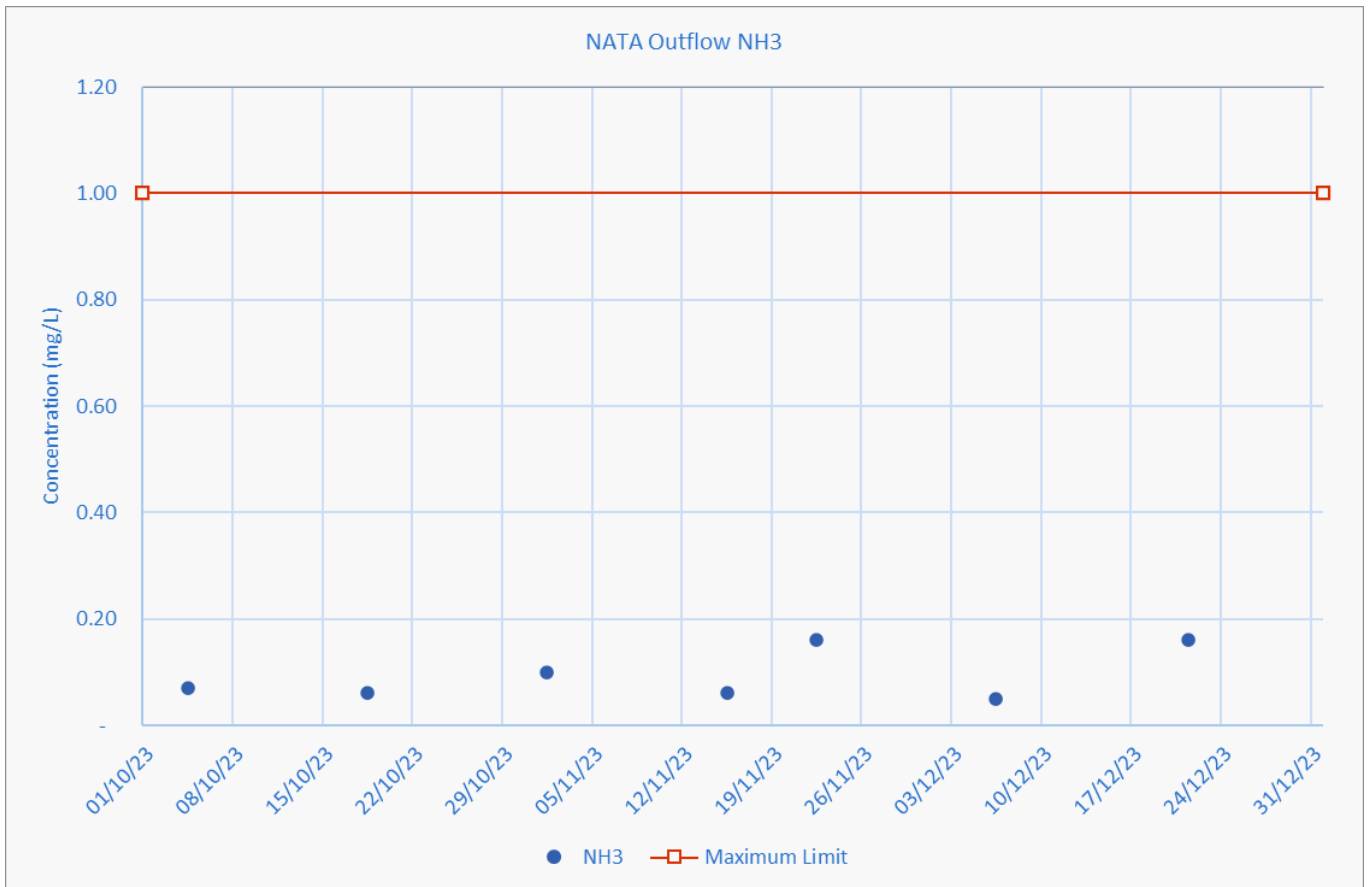


Image: Mossman WWTP final effluent – ammonia (NH₃)

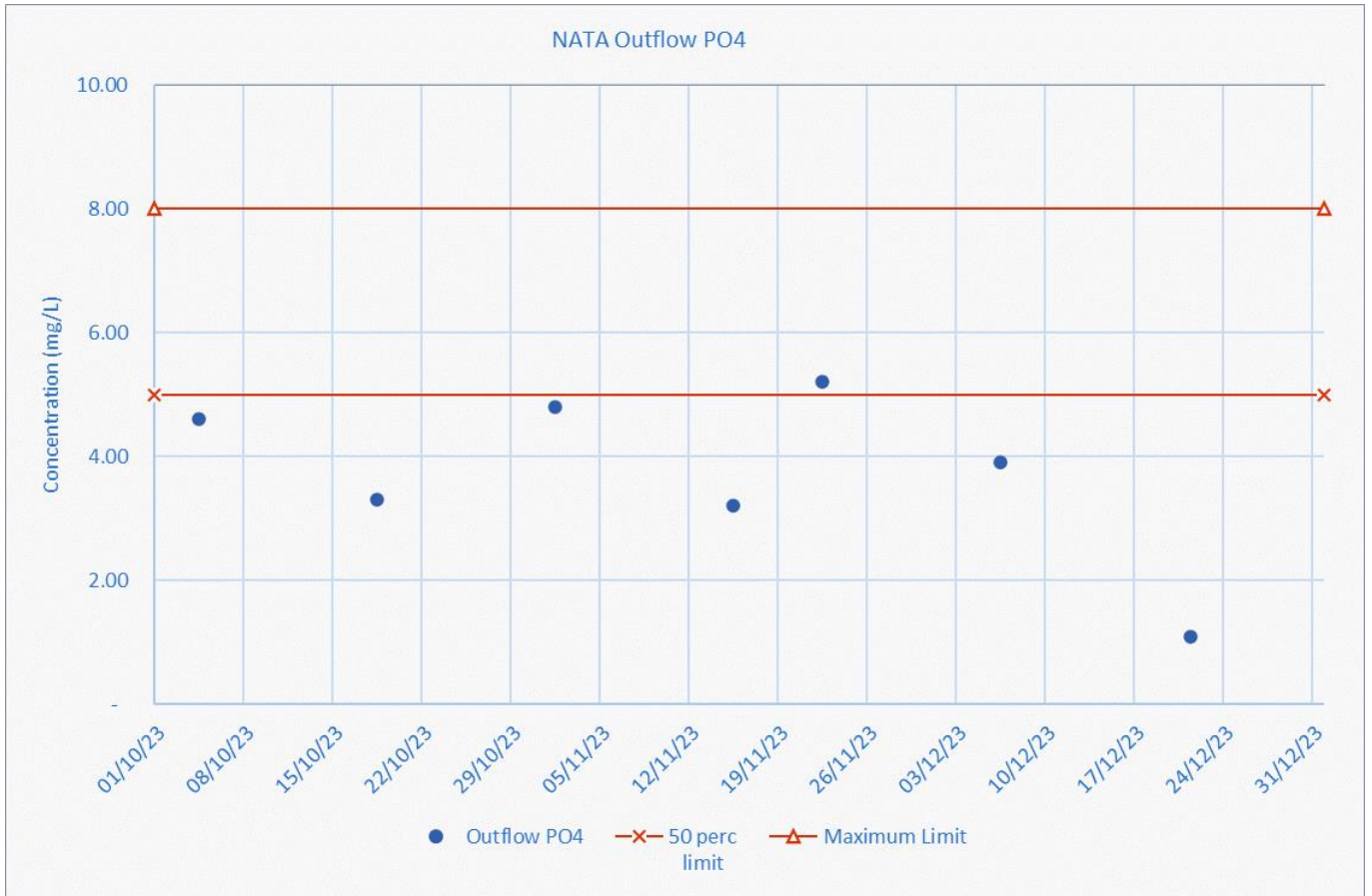


Image: Mossman WWTP final effluent - total phosphorous

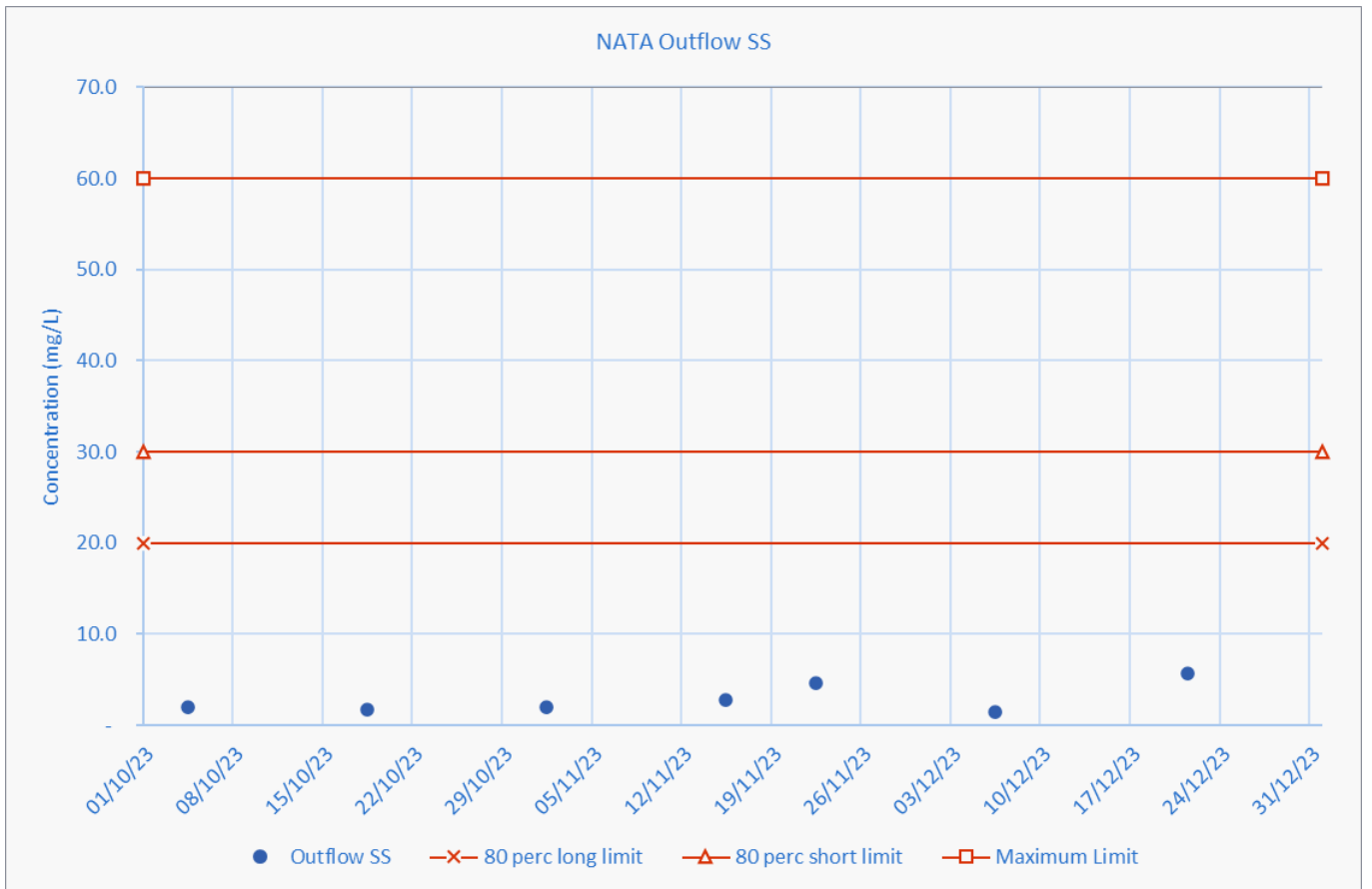


Image: Mossman WWTP final effluent - total suspended solids

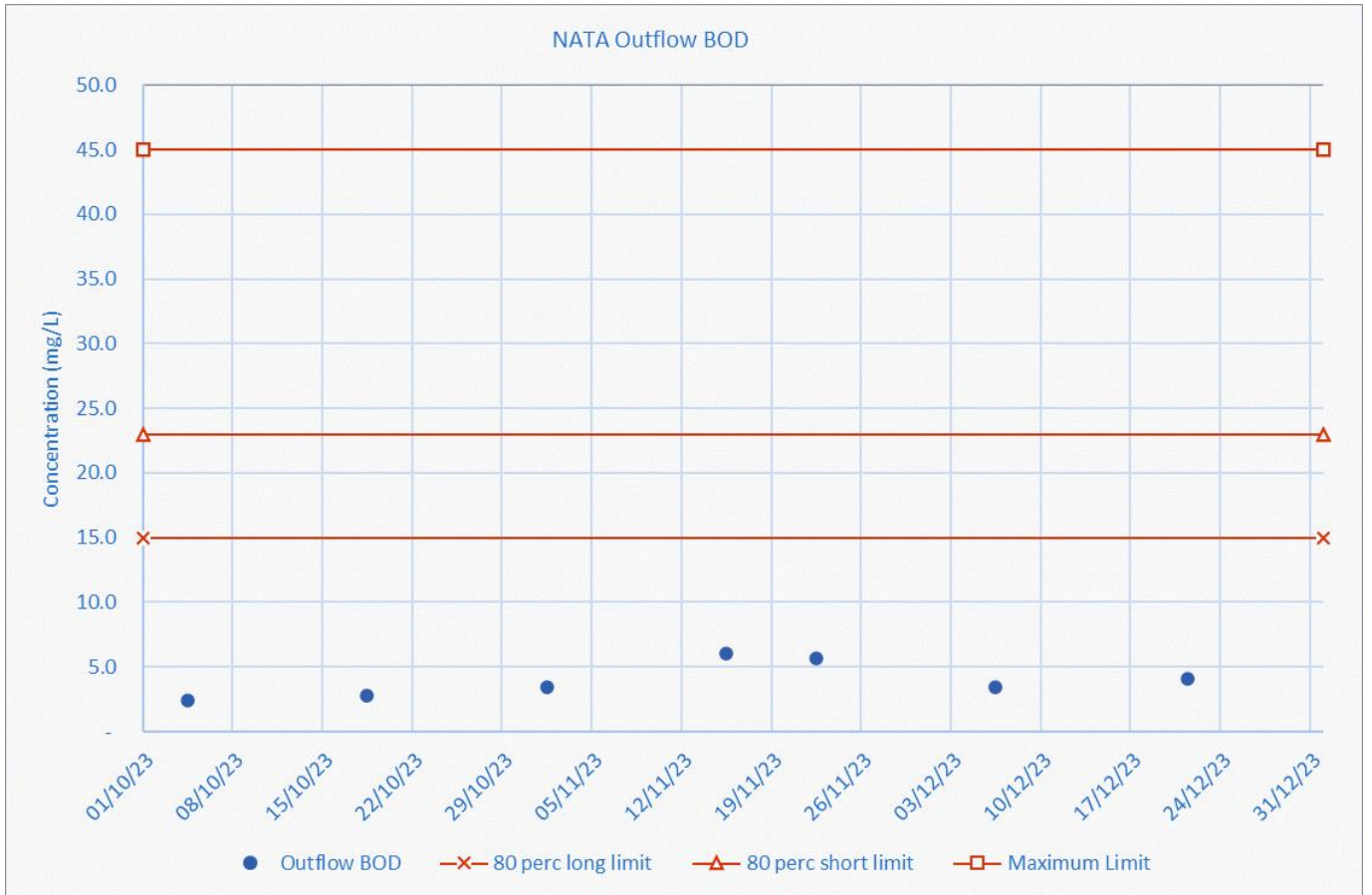


Image: Mossman WWTP final effluent - BODs (biochemical oxygen demand)

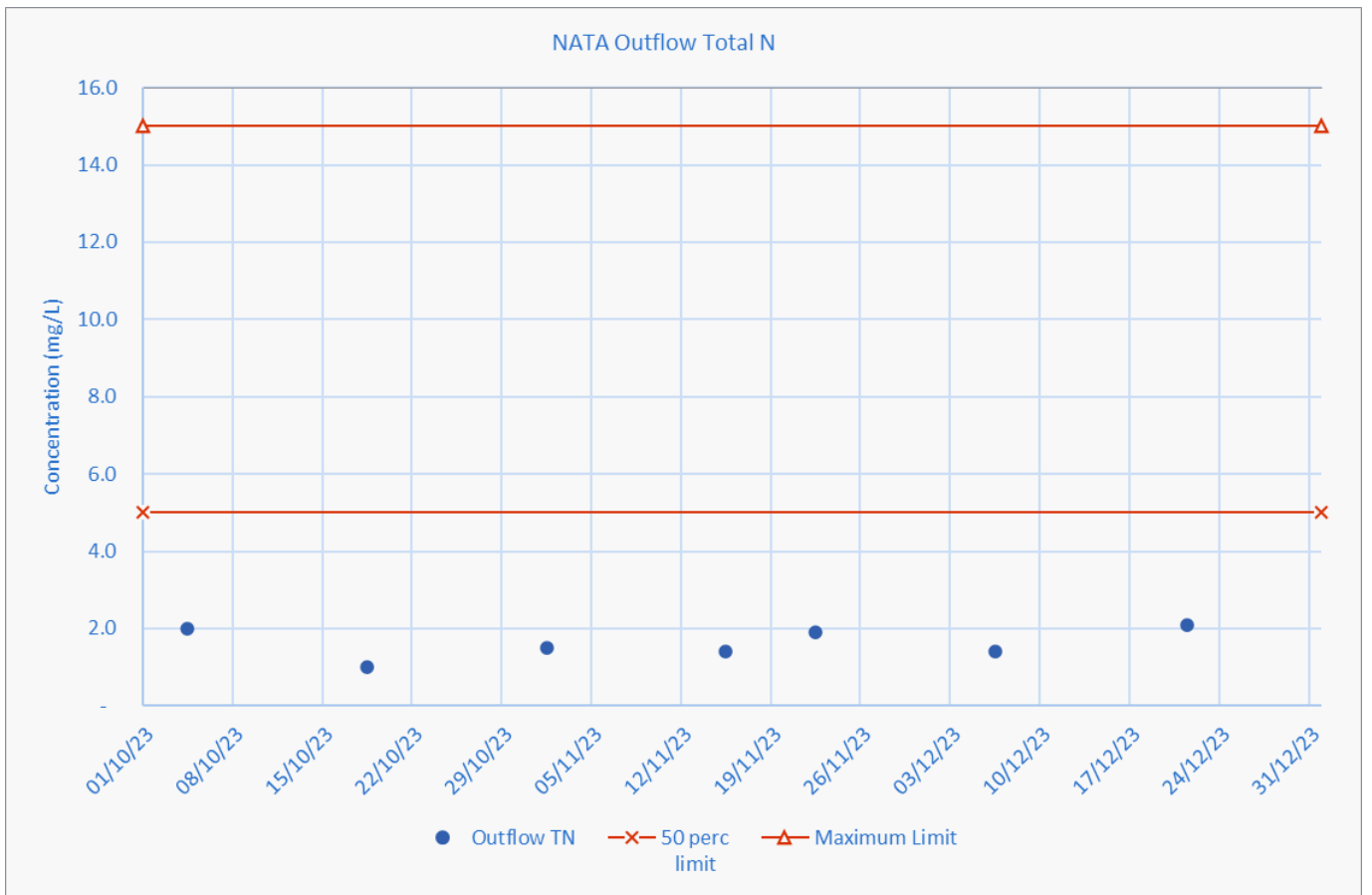


Image: Mossman WWTP final effluent - total nitrogen

Backflow

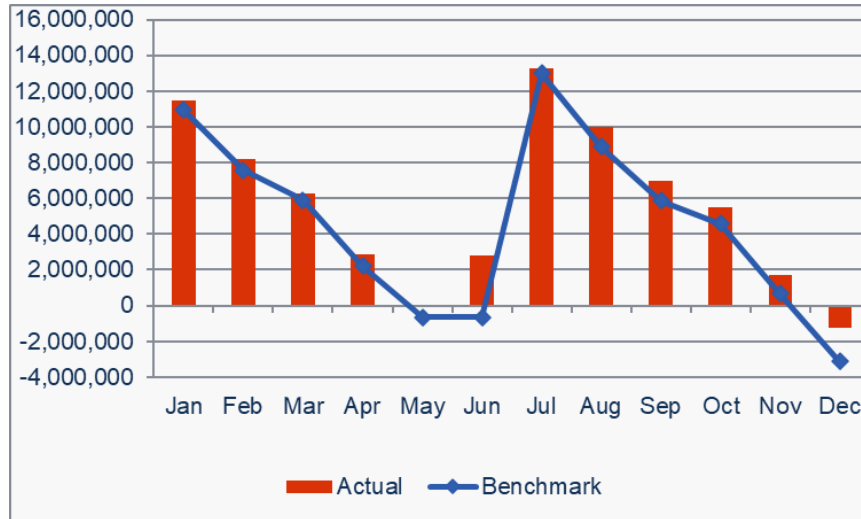
Council received 121 backflow prevention test results in the October to December reporting period. After the test results were received, Council's Plumbing Inspector conducted audits on different premises upon request from our administration team. As part of this process, serial numbers and risk areas have been identified with direction to rectify.

To streamline the transmission of testing results and improve data integrity, a meeting about the possible introduction of Backflow ID was held in July 2023. The team is currently assessing benefits and risks related to the application, as well as the possibility of a trial that would utilise Douglas Shire Council owned backflow prevention devices.

ORGANISATIONAL REPORT CARD

Financial Performance

Operating Result – Actual vs. Budget Year To Date

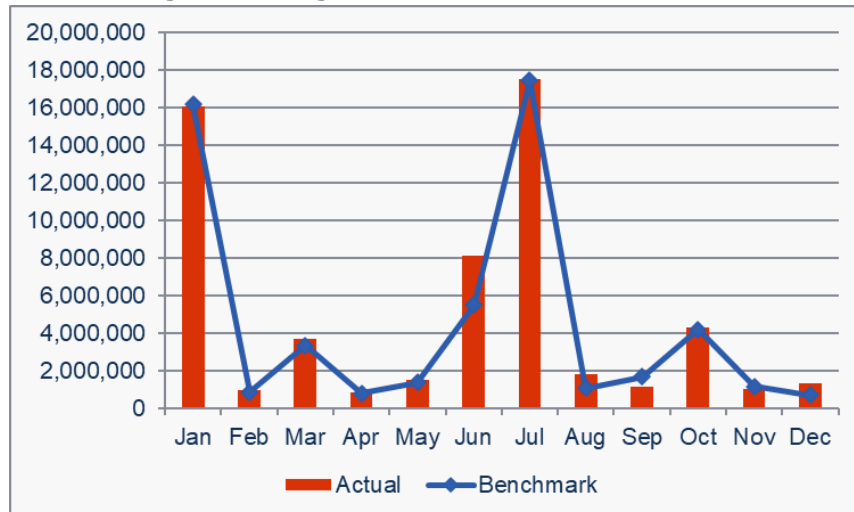


| | Year To Date October | Year To Date November | Year To Date December |
|-------------------|-------------------------|--------------------------|--------------------------|
| Benchmark: | 4,589,352 | 653,848 | -3,123,839 |
| Actual: | 5,492,141 | 1,713,840 | -1,249,104 |
| Variance: | 902,789 | 1,059,992 | 1,874,735 |

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

Interpretive Comments: Council adopted the 2023/2024 Annual Budget on 11 July 2023 and the Revised Budget on 31 October 2024.

Revenue Against Budget

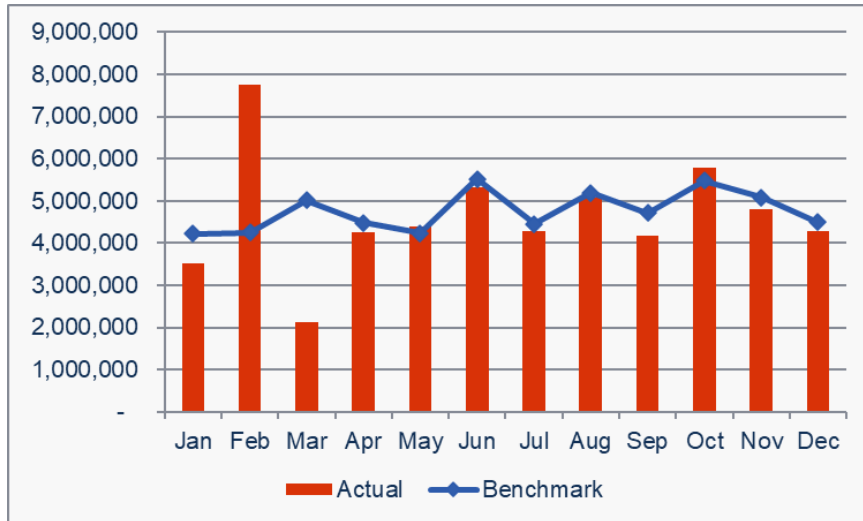


| | October | November | December |
|-------------------|-----------|-----------|-----------|
| Benchmark: | 4,201,810 | 1,153,319 | 716,110 |
| Actual: | 4,275,910 | 1,011,996 | 1,323,142 |
| Variance: | 74,100 | -141,323 | 607,032 |

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

Interpretive Comments: Council has collected 123% of its forecasted operational revenue. This is due to Disaster related funding advances.

Expenses Against Budget

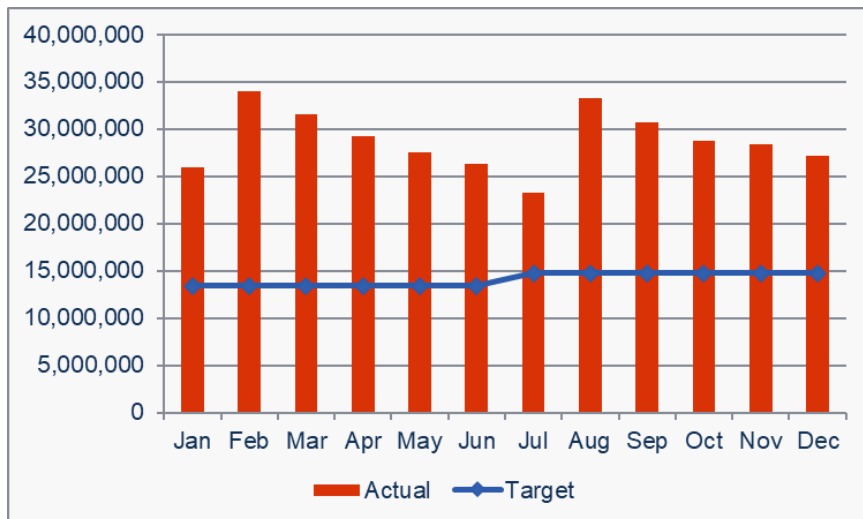


| | October | November | December |
|-------------------|-----------|-----------|-----------|
| Benchmark: | 5,472,495 | 5,088,823 | 4,493,797 |
| Actual: | 5,781,791 | 4,790,297 | 4,286,086 |
| Variance: | 309,296 | -298,526 | -207,711 |

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

Interpretive Comments: Year to date operating expenditure is currently ahead of budget, due to Disaster related expenditure.

Capacity to Meet Operational Expenses

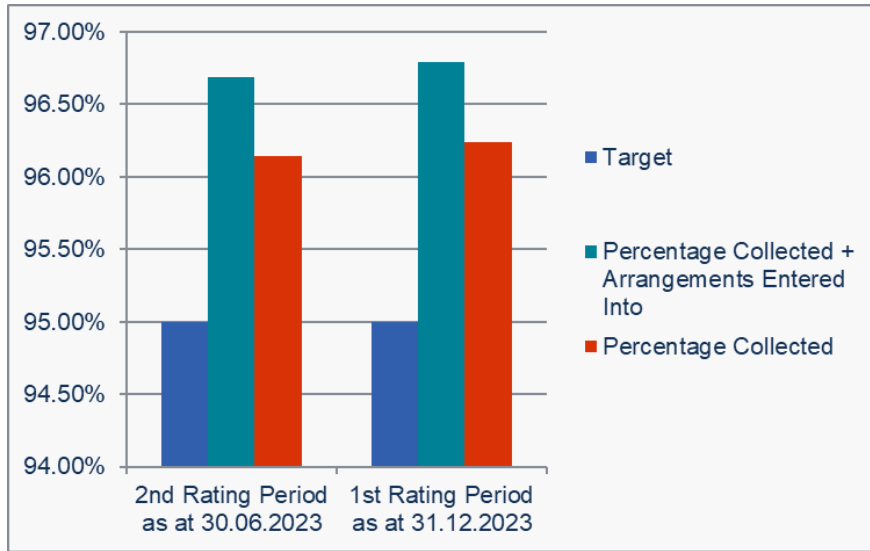


| | October | November | December |
|------------------|-------------|-------------|-------------|
| Target: | 14,734,924 | 14,734,924 | 14,734,924 |
| Actual: | 28,789,272 | 28,430,821 | 27,209,522 |
| Variance: | -14,054,348 | -13,695,897 | -12,474,598 |

Explanatory Notes: The Queensland Treasury Corporation has a benchmark that Councils should have at least the equivalent of 3 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 this graph is 3 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.

Rates Collected



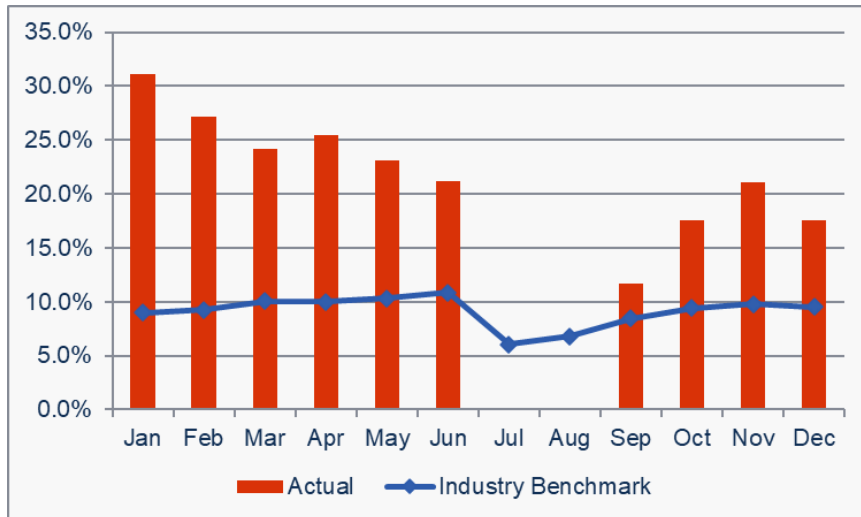
| | 2 nd Rating Period | 1 st Rating Period |
|--|-------------------------------|-------------------------------|
| Target: | 95.00% | 95.00% |
| Percentage Collected and arrangements entered into: | 96.68% | 96.79% |
| Percentage Collected: | 96.14% | 96.24% |

Explanatory Notes: Demonstrates the collection rate of Council levies which contribute to over 80% of Total Revenue. Target is to have less than 5% of levies outstanding at the end of each six monthly rating period. This graph excludes water consumption charges.

Interpretive Comments: Recovery of outstanding rates is progressing well. Staff continually monitor repayment arrangements and implement corrective action as required.

Human Resources

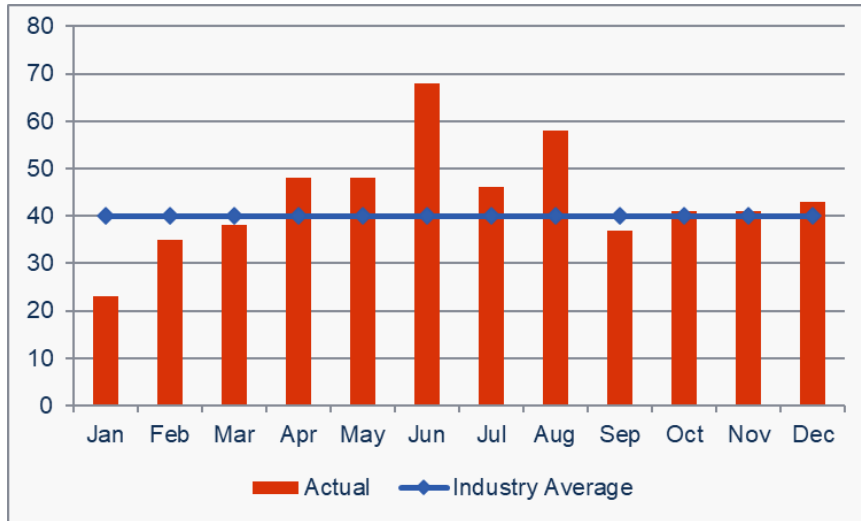
Lost Time – Workplace Injury



| | October | November | December |
|----------------------------|---------|----------|----------|
| Industry Benchmark: | 9.4% | 9.8% | 9.5% |
| Actual: | 17.6% | 21.1% | 17.6% |

Explanatory Notes: This frequency rate is calculated as a rolling monthly average within a financial reporting year.

Efficiency of Filling Positions Vacant

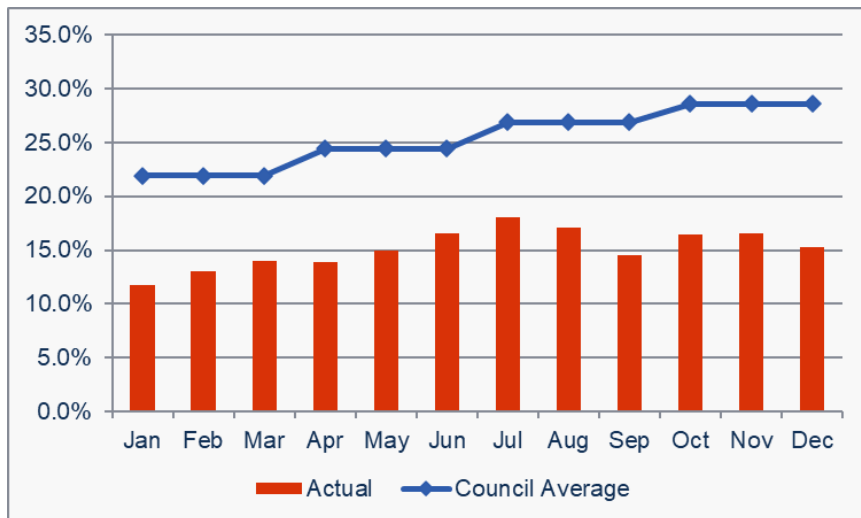


| | October | November | December |
|------------------|---------|----------|----------|
| Maximum: | 40 | 40 | 40 |
| Actual: | 41 | 41 | 43 |
| Variance: | -1 | -1 | -3 |

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: External recruitment activities during October to December 2023 remain consistent.

Monthly Staff Turnover

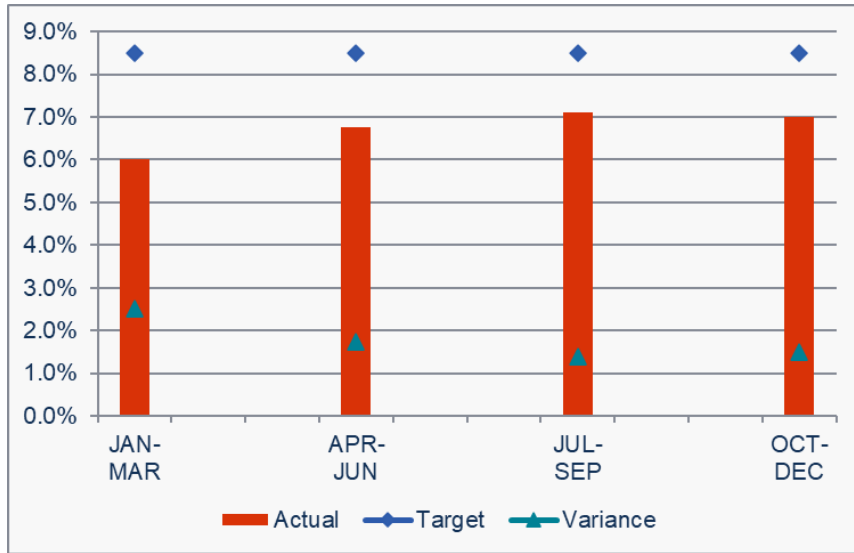


| | October | November | December |
|------------------|---------|----------|----------|
| Maximum: | 28.6% | 28.6% | 28.6% |
| Actual: | 16.4% | 16.5% | 15.3% |
| Variance: | 12.2% | 12.1% | 13.3% |

Explanatory Notes: This is the number of resignations received as a percentage of total staff. It is calculated as a twelve month rolling average.

Interpretive Comments: The average number of staff exiting Council in the last 12 months is average 16.50% for this reporting quarter, which is yearly average 28.6% of total staff. Council average turnover figures since continues to rise from previous years which has been the trend identified across Local Government and other industry sectors.

Workplace Diversity – Aboriginal & Torres Strait Islanders



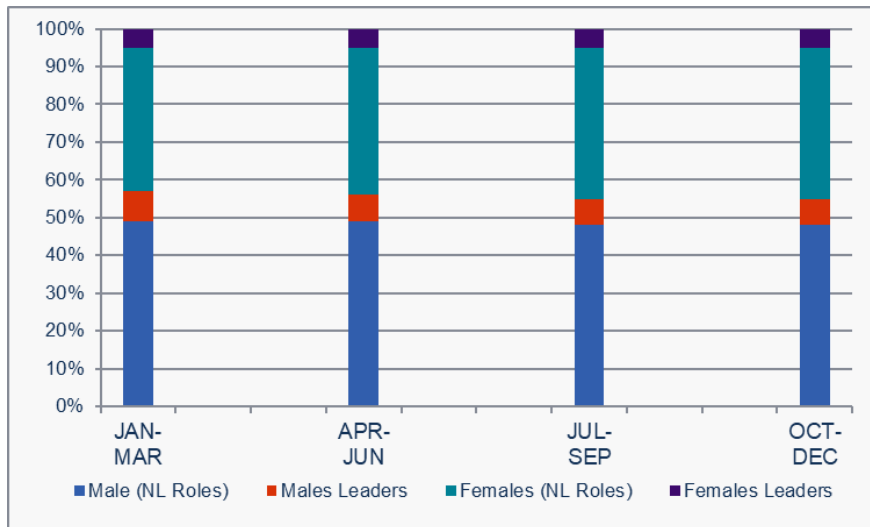
October – December 2023

| | |
|-----------|------|
| Maximum: | 8.5% |
| Actual: | 7.0% |
| Variance: | 1.5% |

Explanatory Notes: This is the number of Aboriginal and Torres Strait Islander employees as a percentage of total staff numbers.

Interpretive Comments: In this quarter Council employed an average of 16 employees who identify as Aboriginal and Torres Strait Islander.

Workplace Diversity – Males & Females



October – December 2023

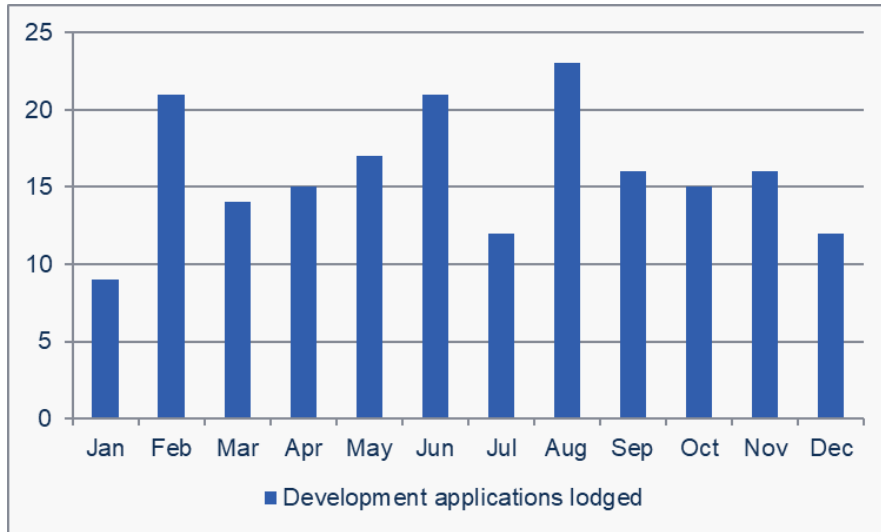
| | |
|---------------------|-----|
| Males (NL roles): | 48% |
| Males | 7% |
| Females (NL roles): | 40% |
| Females: | 5% |

Explanatory Notes: This graph shows the number of male and female staff expressed as Leaders and Non-Leaders (NL).

Interpretive Comments: In this quarter Council employed an average of 228 staff - 56% male and 44% female. The number of leadership roles remained unchanged with 16 male staff and 12 female staff holding leadership roles.

Environment and Planning

Development Applications Lodged

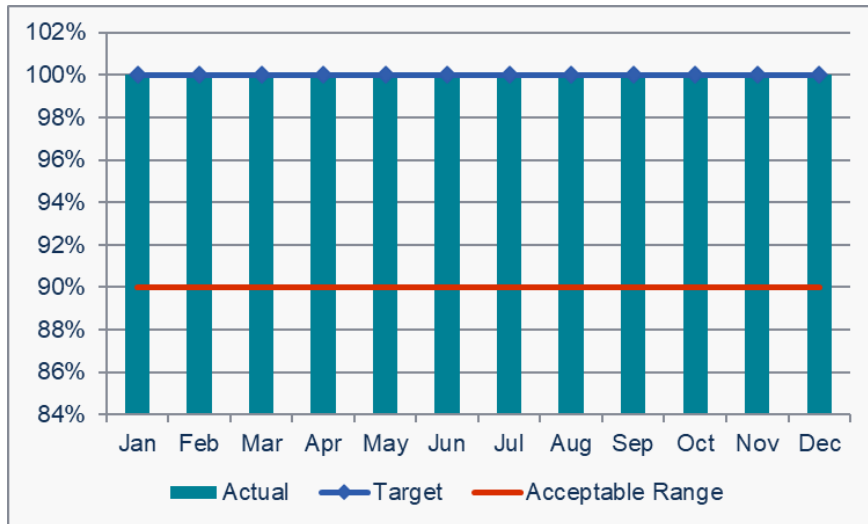


| | October | November | December |
|----------------|---------|----------|----------|
| Actual: | 15 | 16 | 12 |

Explanatory Notes: The figures reflect the number of new Development Applications lodged in the months indicated. It does not include other requests associated with existing applications.

Interpretive Comments: Development applications have remained relatively constant over the last quarter when compared with previous period.

Assessments Completed Within Statutory Timeframe

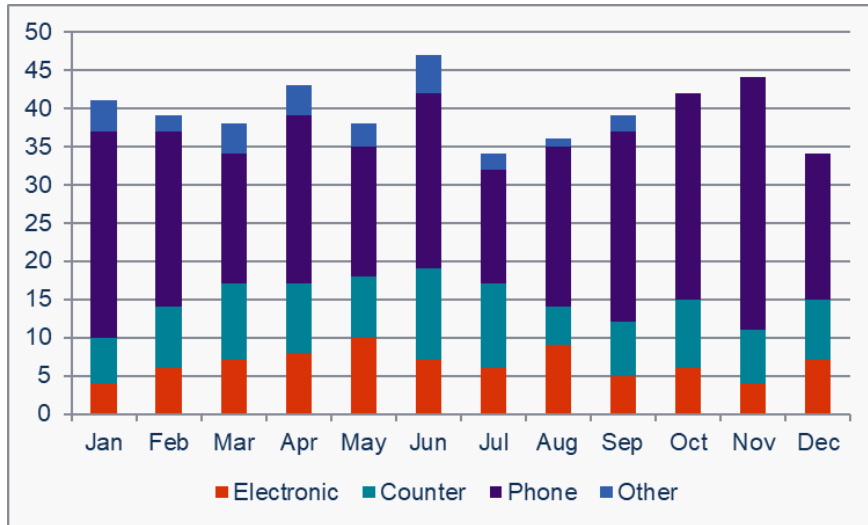


| | October | November | December |
|--------------------------|---------|----------|----------|
| Target: | 100% | 100% | 100% |
| Acceptable Range: | 90% | 90% | 90% |
| Actual: | 100% | 100% | 100% |

Explanatory Notes: This figure represents the number of delegated authority Development Applications approved within statutory timeframes.

Interpretive Comments: Delegated authority applications continue to be assessed within statutory timeframes.

Development & Assessment Officer Enquiries

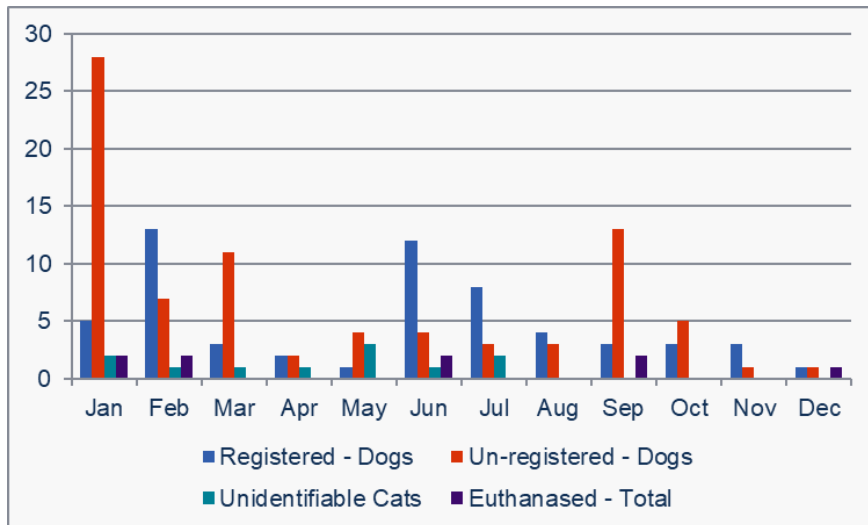


| | October | November | December |
|--------------------|---------|----------|----------|
| Electronic: | 6 | 4 | 7 |
| Counter: | 9 | 7 | 8 |
| Phone: | 27 | 33 | 19 |
| Other: | 0 | 0 | 0 |

Explanatory Notes: Figures capture the number of planning enquiries received via the front counter and via phone when Officers are available to take the call. When Officers cannot take the enquiry, CRM's are entered. A significant amount of overall planning related enquiries are received each month.

Interpretive Comments: Number of enquiries received by the Planning Department have remained relatively consistent with previous reporting months.

Animal Impoundments

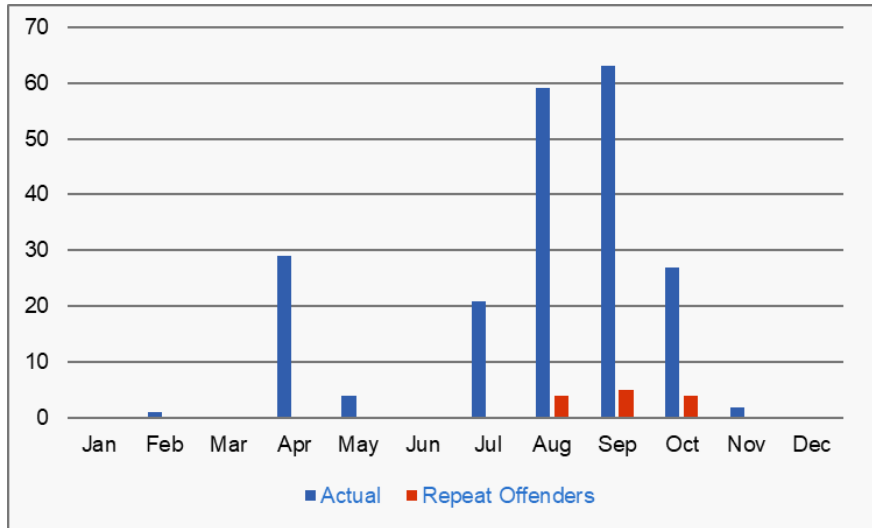


| | October | November | December |
|-----------------------------|---------|----------|----------|
| Registered - Dogs | 3 | 3 | 1 |
| Un-registered - Dogs | 5 | 1 | 1 |
| Unidentifiable Cats | 0 | 0 | 0 |
| Euthanased - Total | 0 | 0 | 1 |

Explanatory Notes: The figure represent the numbers of dogs and cats impounded over the period and the number of animals that were not claimed or rehomed and instead were euthanised.

Interpretive Comments: This period saw a marked decrease in dog impoundments. A large litter of puppies was handed over by their owner and successfully rehomed. Local Laws officers also impounded a duck, several chickens and a rooster.

Illegal Camping



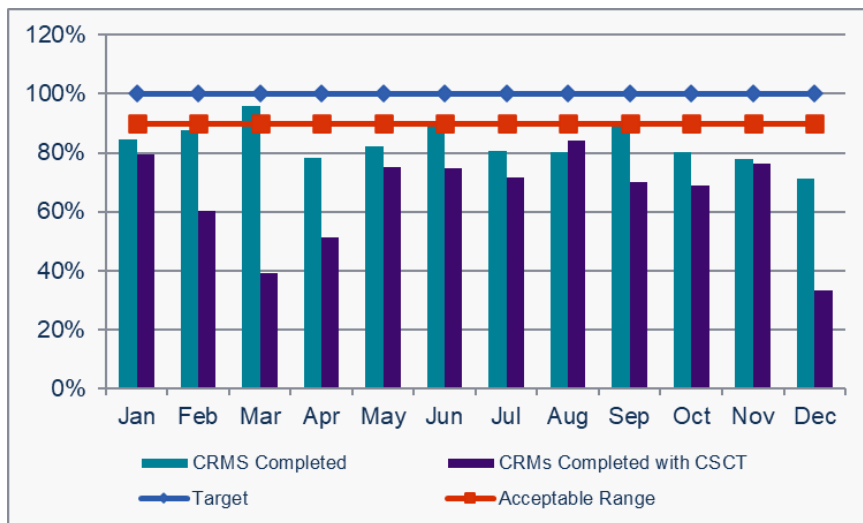
| | October | November | December |
|-------------------------|---------|----------|----------|
| Actual | 27 | 2 | 0 |
| Repeat Offenders | 4 | 0 | 0 |

Explanatory Notes: The figures give an overall indication of the number of illegal campers that the local laws officers had direct contact with and reflect actual campers rather than vehicle numbers.

Interpretive Comments: Campers have been issued with verbal warnings and given an information brochure that details the laws surrounding camping and provides a list of alternative camping options. The majority of offenders received penalty infringement notices during this period. Local Laws officers saw a marked decrease over this reporting period for several reasons: The wet season discourages a lot of travellers to our region, and TC Jasper and the subsequent flood event acted as a further deterrent.

Customer Service

Customer Request Management (CRM) Records



| | October | November | December |
|------------------------------------|---------|----------|----------|
| Target: | 100% | 100% | 100% |
| Acceptable Range: | 90% | 90% | 90% |
| CRMs Completed: | 80.25% | 77.87% | 71.28% |
| CRMs Completed within CSCT: | 68.80% | 76.28% | 33.33% |

Explanatory Notes: In accordance with service standards, all customer requests have accepted timeframes in which these requests are completed. This graph depicts performance against these standards.

Interpretive Comments: Managers continue to work with staff to improve performance. This quarter has seen completion rates slightly lower than the previous quarter.

Top 5 CRMs

The following tables detail the top 5 Customer Requests received by category by month.

October

| | Category | Quantity |
|----|------------------------------|----------|
| 1. | Leaking/Broken Service Pipe | 82 |
| 2. | Animal Management - Misc | 48 |
| 3. | Planner of the Day | 37 |
| 4. | Rates – Arrangement to Pay | 36 |
| 5. | Smart Water Meter Assistance | 36 |

November

| | Category | Quantity |
|----|------------------------------|----------|
| 1. | Leaking/Broken Service Pipe | 97 |
| 2. | Trees (street/park) | 44 |
| 3. | Smart Water Meter Assistance | 37 |
| 4. | Rates – General Information | 34 |
| 5. | Planner of the Day | 28 |

December

| | Category | Quantity |
|----|---------------------------------------|----------|
| 1. | Leaking/Broken Service Pipe | 48 |
| 2. | Trees (street/park) | 35 |
| 3. | Drains – Repair/Maintenance | 21 |
| 4. | Waste – Residential Missed Collection | 21 |
| 5. | Waste – Residential Repair/Replace | 18 |

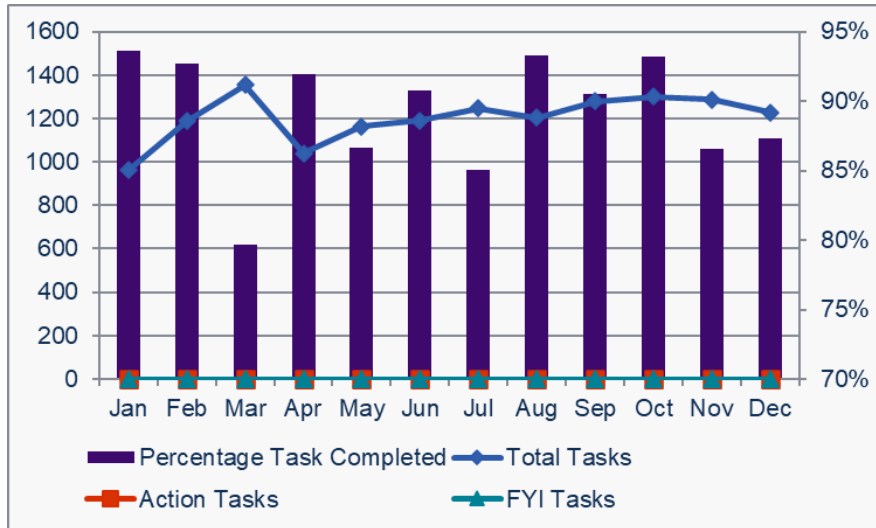
General Customer Enquiries

The following table details the number of telephone calls received to Council's main enquiry number by month.

| | October | November | December |
|--|---------|----------|----------|
| <u>enquiries@douglas.qld.gov.au</u> <u>(direct email and via web)</u> | 1,965 | 2,101 | 1,647 |
| Phone Calls to 4099 9444 | 1,807 | 1,821 | 1,258 |

Explanatory Notes: Depicts number of emails and telephone calls received per month.

Inwards Correspondence Actioned

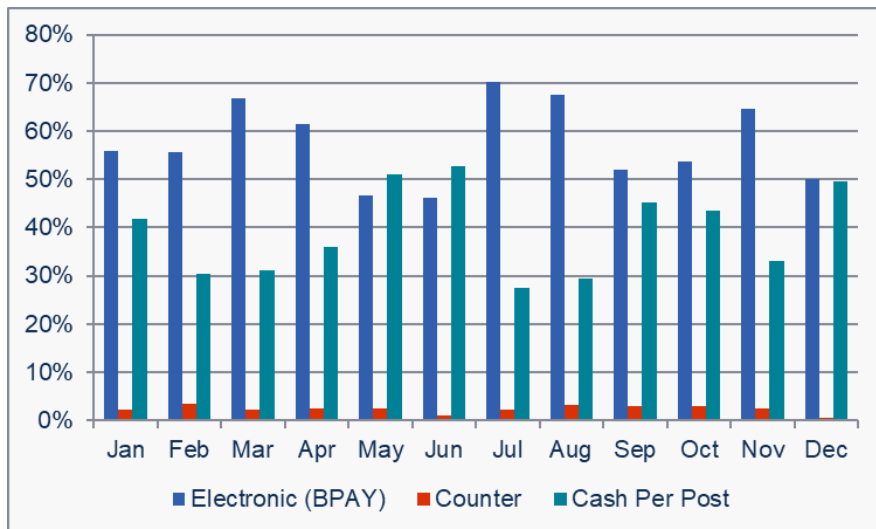


| | October | November | December |
|---------------------------------|---------|----------|----------|
| Total Tasks: | 1301 | 1288 | 1229 |
| Action Tasks: | 0 | 0 | 0 |
| FYI Tasks: | 0 | 0 | 0 |
| Percentage Task Complete | 93.24% | 86.57% | 87.31% |

Explanatory Notes: This data details the quantity of mail received and the percentage of tasks completed within time frames.

Interpretive Comments: The completion rate of tasks for this quarter is consistent with previous quarters.

Rates Payment Methods



| | October | November | December |
|---------------------------|---------|----------|----------|
| Electronic (BPAY): | 53.65% | 64.53% | 49.96% |
| Counter: | 2.93% | 2.46% | 0.47% |
| Cash Per Post: | 43.42% | 33.01% | 49.58% |

Explanatory notes: Graph records the means by which rates and water billing payments are received.

Interpretive Comments: The trends continue to show a higher acceptance of electronic payments as opposed to counter and mail payments.

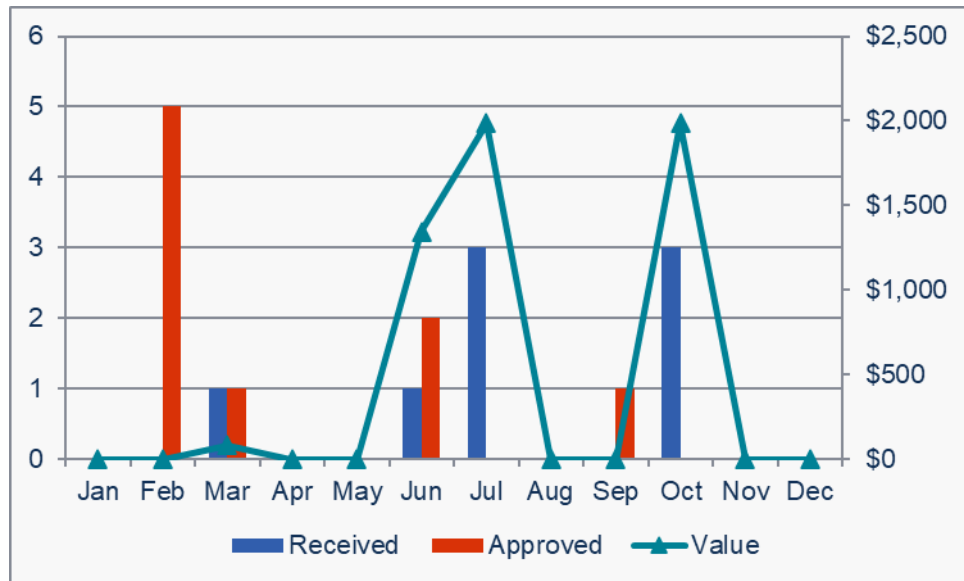
Media and Communications

Council Communications to Communities

| | October | November | December |
|--|---------|----------|----------|
| Facebook Posts (people reached) | 31,788 | 98,263 | 395,000 |
| Website Views | 34,154 | 40,479 | 129,955 |
| Public Notice Advertising | 19 | 18 | 55 |
| Media Releases | 4 | 6 | 111 |

Explanatory Notes: This table details the various means used to communicate with our communities. The media release count includes releases, enquiries and statements made to the media.

Community In-Kind Request



| | October | November | December |
|------------------|------------|----------|----------|
| Received: | 3 | 0 | 0 |
| Approved: | 3 | 0 | 0 |
| Value: | \$1,988.00 | \$0.00 | \$0.00 |

Explanatory Notes: Not for profit organisations are eligible to apply for Council supplied services or venues to a maximum of \$2,000 per financial year. If not incorporated or a charity the CEO has delegation to negotiate fees and charges where circumstances warrant.

6.11. REPORT FROM THE CHIEF EXECUTIVE OFFICER FOR PERIOD JANUARY TO MARCH 2024

REPORT AUTHOR Rachel Brophy, Chief Executive Officer

DEPARTMENT Office of the Chief Executive Officer

RECOMMENDATION

That Council notes the Report from the Chief Executive Officer for the period January to March 2023.

EXECUTIVE SUMMARY

This report presents an outline of the operational initiatives and progress made by Council's staff from January to March 2024. It should be read in conjunction with the Operational Plan Progress Report and Capital Works Tracking report for a full understanding of the activities undertaken in Quarter 3 of 2023-2024.

BACKGROUND

This report continues the practice established in early 2014 to provide an overview of the operations to Councillors and the community on a quarterly basis. The aim of these reports is to communicate how the administration is managing the diverse activities and challenges arising in the course of Council's business, and to summarise work in progress and the milestones achieved.

Council's administration continues to extend an open invitation to the community to provide feedback, at any time, on any aspect of Council's service delivery, or on broader issues that pertain directly to Council's business. The organisational goal of continual improvement will be always better informed if staff have a greater understanding of the community's observations, and so we welcome and encourage all comments.

COMMENTS

Council Officers are working hard to undertake the initiatives that Councillors approved in the 2023-2024 Operational Plan and this report highlights Quarter 3 achievements from across the varying departments of Council. Unfortunately, many of the initiatives have not progressed as originally planned, due to the impacts of ex-TC Jasper.

PROPOSAL

That Council notes the Organisational Report Card and the Report from the Chief Executive Officer for the period January to March 2024.

FINANCIAL/RESOURCE IMPLICATIONS

As this report focuses on Quarter 3 of the 2023-2024 financial year, Council's operations are conducted in accordance with the 2023-2024 Budget adopted on 11 July 2023.

RISK MANAGEMENT IMPLICATIONS

The Council's operations have been subjected to an early risk assessment process, which will shortly be followed by the finalisation of the Risk Policy and a comprehensive Enterprise Risk Management Plan.

SUSTAINABILITY IMPLICATIONS

Economic: The twin pillars of financial and economic sustainability underpin all Council's operations.

Environmental: Environmental management is a priority consideration in the delivery of all Council operations and services

Social: The diverse communities of Douglas are Council's clients. Council's operations, services and programs are designed and delivered to support the people of Douglas.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

Council's operations are conducted as required by the *Local Government Act 2009*, and in accordance with all applicable policies and the Douglas Shire Council's Operational Plan 2023-2024 adopted on 30 May 2023.

Corporate Plan 2019-2024 Initiatives:

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 3 - We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance.

The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

In fulfilling this, Council plays many important roles within the Community as Service Provider, Regulator, Funder, Advocate, Facilitator, Information Provider, Agent, Builder/Owner and Custodian.

Council will balance all of the roles while delivering on the vision of Council in an efficient and effective manner.