

## **6.14. OPERATIONAL PLAN PROGRESS REPORT FOR OCTOBER TO DECEMBER 2023**

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**DEPARTMENT** The Office of the Chief Executive Officer

### **RECOMMENDATION**

**That Council notes the progress of the implementation of the Operational Plan 2023-2024.**

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### **EXECUTIVE SUMMARY**

This report and the attachment details the progress for the second quarter of this financial year in implementing Council's Operational Plan 2023-2024. To deliver the initiatives detailed in this year's Operational Plan, a comprehensive internal program has been developed which is regularly reviewed by the Management Team to ensure work priorities are being met.

### **BACKGROUND**

The Operational Plan 2023-2024 was adopted on 30 May 2023 in conjunction with the Annual Budget 2023-2024 on 11 July 2023. Under s 174 of the *Local Government Regulation 2012*, a written assessment of the progress of implementing the Operational Plan is to be presented to Council on at least a quarterly basis.

### **PROPOSAL**

The attachment to this report provides Council with the progress on implementing the Operational Plan 2023-2024 for the second quarter of this financial year.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The activities detailed within the Operational Plan 2023-2024 are factored into Council's annual budget.

### **RISK MANAGEMENT IMPLICATIONS**

Progress on the Operational Plan 2023-2024 is a regular item for the Management Team meetings to ensure appropriate and relevant resources are deployed to complete the initiatives by the due dates as listed.

## **CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE**

This report has been prepared in accordance with the following:

### **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**

All managers have been consulted and provide the progress on the major initiatives being undertaken by their Section.

## **ATTACHMENTS**

1. Operational Plan Progress Report 23.24 - October to December 2023 [6.14.1 - 15 pages]

# DOUGLAS SHIRE COUNCIL

## OPERATIONAL PLAN PROGRESS REPORT

2023 - 2024

October – December 2023

CELEBRATING OUR COMMUNITIES  
FOSTERING ECONOMIC GROWTH  
LEADING ENVIRONMENTAL STEWARDSHIP  
INCLUSIVE ENGAGEMENT, PLANNING AND PARTNERSHIPS  
ROBUST GOVERNANCE AND EFFICIENT SERVICE DELIVERY



## Ongoing and Recurring Operational Responsibilities

In addition to the specific initiatives identified for the 2023/2024 financial year, the ongoing work of each department/branch of Council forms part of Council's 'business as usual' operations. A summary of the ongoing responsibilities is listed below:

### MANAGEMENT TEAM

- **Good Governance** – Facilitating the decision making and leadership of Council through provision of advice and information.
- **Strategic Planning** – Planning for a successful future for the Shire.
- **Community Sustainability** – Identifying and acting on opportunities to strengthen the economic, environmental and social base for the Shire.
- **Financial Sustainability** – Planning for and supporting the development of a financially sustainable Council.
- **Organisational Performance and Culture** – Managing the resources of Council effectively and efficiently to ensure sustainable performance, a high level of service delivery and a positive culture.
- **Engagement and Advocacy** – Creating and supporting productive and strategic relationships with the communities of Douglas, local and regional stakeholders and other levels of government.

### PEOPLE AND COMMUNITY SERVICES

- Promoting and enhancing Council's corporate image through the implementation of high quality communications, marketing and media liaison.
- Actively collaborating with the business community and organisations to support and develop economic development opportunities in the Shire and regionally.
- Actively participating in the development of opportunities for all sectors of the community including but not limited to the arts, culture and sports.
- Developing and implementing community resilience programs throughout the Shire.
- Actively collaborating with community groups, organisations and various levels of government to develop and implement programs and activities that encourage capacity building and inclusiveness.
- Developing, implementing and promoting Council's grants program.
- Providing grant information and support for community groups and grant applicants for Council projects.
- Ongoing coordinating of Council events, supporting Council funded events and provision of advice for other event organisers.
- Coordinating, planning and delivering library services to residents and visitors of the Shire.
- Complying with Queensland Public Libraries standards and guidelines.
- Providing a welcoming creative Library space in Mossman and Port Douglas that delivers programs and activities to support and enhance reader development, lifelong learning and participation for all.
- Providing a property services function which optimises utilisation of Council facilities and ensures a strategic approach to property management.
- Managing Council's human resources functions including employee relations, compliance, compensation and benefits, training and development, recruitment, and all other employee related matters.
- Ensuring Payroll is processed in a timely manner and is compliant with all relevant legislation, policies and procedures.
- Supporting Council's Workplace Health and Safety system ensuring the provision of a safe working environment for all employees.

### ENVIRONMENT AND PLANNING

- Ensuring land use assessment and environmental planning functions are carried out in accordance with statutory requirements, including processing of Development Applications and Operational Works Applications within legislated timeframes.
- Administering compliance with relevant State legislation, Council Local Laws and the Douglas Shire Planning Scheme.
- Managing Local Law, Environmental Health and other delegated licensing, permitting and registration functions.
- Undertaking strategic land use planning functions in accordance with statutory requirements.
- Managing recycling and waste collection and disposal contracts and Council's Resource Management facilities in a safe, sustainable and environmentally sensitive manner.
- Providing strategic direction and outcomes for delivering environmental sustainability in the Shire.
- Developing and implementing a disaster management policy and programs to achieve the objectives of the *Disaster Management Act 2003*, in particular the promotion of safer, and more secure and resilient communities.

### WATER AND WASTEWATER

- Managing the Water and Wastewater income and expenditure within approved budget and in accordance with Council strategies and plans.
- Meeting wastewater compliance within statutory requirements and licence conditions.
- Supplying drinking water and recycled water that meets customer quality requirements and agreed service standards in accordance with the approved Drinking Water Quality Management Plan.
- Managing and developing Trade Waste and Plumbing Applications in the Shire.
- Managing Council contracts and where required, negotiating new contracts relating to Water and Wastewater.
- Maintaining Council's Water and Wastewater assets to ensure maximum lifespan and output capacity in the lifecycle of those assets.
- Monitoring systems, procedures and the workplace environment to ensure equipment, plant and machinery is safe to operate and work processes comply with workplace health and safety legislation and standards.

## PROJECT MANAGEMENT OFFICE

- Undertaking project management of major capital construction activities for Council.
- Undertaking project management of disaster rehabilitation construction activities for Council.
- Providing advice on design, procurement, approvals and construction functions to internal and external stakeholders.
- Delivering projects in an efficient, environmentally sustainable, quality assured and timely manner.

## INFRASTRUCTURE SERVICES

- Continuing the development and implementation of infrastructure planning to enhance and preserve the natural and built environment.
- Coordinating the development and implementation of the Landscape Management Plan.
- Planning and construction of a network of bicycle trails, traffic separation and management arrangements.
- Asset assessment and valuation to prioritise road reseals, road rehabilitation, building facility upgrades, stormwater network improvements, parks and playgrounds.
- Coordinating Pest Management Activities across Council controlled, State Government and private land.
- Coordinating disaster recovery activities in accordance with disaster management procedures.
- Fleet Management services including maintenance and asset renewal.

## FINANCE AND CORPORATE SERVICES

- Coordinating the annual audit of Council's financial systems and financial statements and achieving an unmodified audit result.
- Complying with all relevant legislation, policies and procedures including statutory reporting requirements.
- Facilitating the Rates & Water Billing functions and managing Debtor balances within acceptable limits.
- Processing Accounts Payable within the allocated timeframes and trading terms.
- Supporting the Information Technology function with set up of new systems and ongoing support for Council operations.
- Delivering a quality frontline service ensuring a high standard of customer service that meets the needs of Council and its communities.
- Provision of Integrated Services for Corporate Services and Operations.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.






## GOVERNANCE

- Developing and maintaining an effective risk management system and culture to mitigate risks to Council.
- Ensuring Governance systems, functions and reporting frameworks are developed and implemented to meet organisational requirements.
- Providing a quality complaints management process for Council which ensures not only legislative compliance but improved service quality to the community.
- Delivering an effective and efficient insurance function ensuring adequate coverage of Council's assets and provision of a quality insurance claims function.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.

**Operational Plan**

2023 - 2024

October - December 2023

 Not yet commenced In progress Off-track, plan in place Off-track, no plan in place Cancelled/no longer applicable Completed

Operational Plan Initiative	Description	Corporate Plan Initiative	Corporate Plan Link	Status	Updates
<b>Theme 1: Celebrating Our Community</b>					
Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.					
Reconciliation Action Plan	Reconciliation Action Plan to be finalised and adopted.	1.1.1	Develop and implement a Reconciliation Action Plan.	In progress	Completed community consultation plan and distributed to external stakeholders.
Victor Crees Pavilion	On completion of design, seek grant funding.	1.1.7	Implement the community facilities revitalisation program.	In progress	Concept drawing received and being reviewed with user groups.
Mossman Shire Hall	Council will continue to seek funding for improvements of the Mossman Shire Hall.	1.1.7	Implement the community facilities revitalisation program.	In progress	Minor renewal planned including replacing the old fans during the 23/24 financial year. Continue to apply for funding.
Indigenous Business Program	Implement an external indigenous consultative committee that works with council on opportunities such as social enterprise, employment, health outcomes, cultural programs, art, youth and sport for First Nations Peoples in the Shire.	1.1.8	Continue support for the expression of indigenous culture throughout Douglas.	Off-track, plan in place	Council hosted a First Nations Business Leaders Dinner on 31 October. A First Nations business data base was established for future activities.
Goal 2: We will deliver programs and services that protect and enhance the live ability of our beautiful Shire.					
All Corporate plan initiatives have been completed for Theme 1, Goal 2.					

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<b>Theme 1: Celebrating Our Community</b>					
Goal 3: We will develop programs that promote health, well-being and safety in the community.					
Active8 Club Development Program	Following the approval of the Sports and Recreation Strategy, deliver three initiatives from the Sports and Recreation Strategy that enhance sport participation, active recreation, and promote wellbeing in the shire.	1.3.1	Build capacity of sporting and recreation clubs and committee members in the Shire to enhance access for the community to engage in sport, recreation and healthy activities.	Off-track, plan in place	Council's Sport and Recreation Officer has been working with clubs to ascertain what the needs are.
Sports and Recreation Strategy Actions	Undertake actions of the Sports Master Plan that will focus on improved facilities for shared use. Commence the implementation of the Sport, Recreation and Active Strategy for the Shire that articulates a set of themes and priority outcomes that will underpin initiatives, infrastructure and programs.	1.3.2	Develop a Sport and Recreation Strategy.	In progress	Held a workshop in October for local sports clubs in conjunction with QLD Sport and Recreation. The workshop was to explore State grant funding for programs and activities.
Goal 4: We will promote arts and cultural programs and events that bring vibrancy to the community and compliment the tourist experience.					
All Corporate plan initiatives have been completed for Theme 1, Goal 4.					

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<b>Theme 2: Fostering Sustainable Economic Growth</b>					
Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
Continue to develop the Port Douglas Aquatic Precinct Water Park in Port Douglas	Dependent on results of community engagement, generate "shovel ready" documentation to enable State and Federal funding to be obtained.	2.1.2	Develop a master plan for a water park precinct in Port Douglas. Seek State and Federal grant funding to deliver the outcomes from the plan.	In progress	Procurement process for design underway.
Continue to support and partner with the State for the development of the Wangetti Trail as this is a State Government project	Finalise infrastructure requirements, preferred route, and land tenure for the Mowbray North section.	2.1.3	Partner with State Government to deliver Phase 1 and 2 of the Wangetti Trail including assisting relevant Traditional Owners to realise employment and cultural ambitions supported by the Trail.	In progress	Agreement has been reached with the State Government on an Indigenous Land Use Agreement, tenure, responsibility and alignment of the Southern Section (Phase 1) of the trail. Alignment and product type for the Northern section (Mowbray North) remains in discussion. Documents and Leases in relation to the joint Trustee Land and the ILUAs were executed. On ground works commenced in the southern section of the trail continued.
Infrastructure Improvements	Determine options for an enhanced service and commence design if necessary.	2.1.4	Implement the new Daintree Ferry Contract and required infrastructure improvements as well as enhanced amenity and service.	In progress	Vessel replacement and service operation expression of interest out to market.



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<b>Theme 2: Fostering Sustainable Economic Growth</b>					
Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
Decorative Lighting Stage 2 - Macrossan Street and Front Street	Continue decorative lighting installation within the trees along Macrossan Street from the Grant Street intersection through to Davidson Street and the 3 trees in Front Street, subject to Grant Funding sourced.	2.1.6	Deliver Light Up Macrossan Street and Front Street projects.	In progress	Electrical and core drilling contractors are engaged. Ergon approvals are now received. Works to commence mid February.
Goal 2: We will work with partners to promote the Shire as the World’s leading sustainable tropical destination and encourage business investment.					
Investigate a Short-Term Accommodation Policy	Monitor ongoing investigation findings of short-term accommodation.	2.2.2	Develop a short-term accommodation policy.	In progress	Residential needs analysis endorsed by Council in September 2023. Commenced Local Housing Action Plan with short term accommodation to form an action in the plan. Draft LHAP developed and Council's Economic Development Officer has been investigating the problem with accomodating seasonal workers for presentation to Council.
Goal 3: We will develop strategies that seek to diversify the Shire’s economic base.					
All Corporate plan initiatives have been completed for Theme 2, Goal 3.					

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<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 1: We will protect our sensitive environment and plan for the impact of climate change.					
Sustainable Waste Management at Events	Encourage sustainable practices at events, including supporting the culture of BYO reusables and provision of recycling bins where they are unavailable commercially. Review Plastics Policy.	3.1.5	Develop and implement a Plastic Free Douglas strategy.	In progress	Council adopted the updated Single-Use Plastic Free Policy in July 2023. Factsheets have been developed for participants in Carnivale 2024 and event organisers in Douglas Shire to ensure they know how to comply with the updated policy. This factsheet will be included in inductions for businesses and individuals involved in prescribed activities and hiring of Council Facilities.
Plastic Free Places	Continue to participate in the Plastic Free Cairns and Douglas Program, managed by Boomerang Alliance and funded by the State Government, which assists businesses to reduce or eliminate single use plastic items from their supply chain.	3.1.5	Develop and implement a Plastic Free Douglas strategy.	In progress	The Plastic Free Cairns and Douglas Program coordinator is working with businesses in Douglas to assist them with reducing the use of single-use plastics. The program will also target stallholders at the Port Douglas markets. Negotiations are continuing with Boomerang Alliance and the Queensland Government in relation to a "Choose to Reuse" Program intended to be implemented in Port Douglas.

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<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
Reef Guardian Action Plan Theme	Implement 5 actions under the Reef Guardian Council Program.	3.2.2	Undertake remaining actions in the 2017-2020 Corporate Sustainability Strategy and update it for the next five years.	In Progress	One action complete. Successful in securing funding for 4 of the 5 projects submitted. Finalising grant agreements. Still under an embargo from the funding body.
Identification of future projects and sites within the Douglas Shire	Implement solar installation at Mossman WWTP, subject to approval of land purchase by State Government. Implement other renewable energy installations at Douglas Shire Council sites with highest power usage to reduce overall energy bills subject to successful grant funding applications.	3.2.3	Continue to develop renewable energy options for Council operations including a solar engineering study for Port Douglas Waste Water Treatment Plant.	Not yet commenced	Successful in receiving grant funds from Reef Guardian program. Finalising grant agreement. Still under an embargo from funding body.
Waste Reduction and Recycling Plan	Continue implementation of the Waste Reduction and Recycling Plan to reduce waste generation and increase resource recovery in Douglas.	3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy.	In Progress	Actions in Council's Waste Reduction and Recycling Plan 2022-2025 continue to be implemented, including the implementation of tailored recycling programs for multi-unit dwellings, in-house council staff waste education programs, encouragement of sustainable events and capping of landfills.

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<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
Far North Queensland Regional Resource Recovery Plan	Continue participation in regional collaboration for the development of a Far North Queensland Regional Resource Recovery Plan to identify opportunities to manage waste efficiently as a region.	3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy.	In Progress	FNQROC Council's awaiting funding announcements from the State Government. The Regional Resource Recovery Plan for FNQROC received endorsement from the Department of Environment and Science in August 2023. Along with the endorsement was the commitment to funding for a Regional Resource Recovery Coordinator. Awaiting funding announcements.
Illegal dumping program	Continue the illegal dumping program through a combination of education, investigation, and enforcement.	3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy.	In progress	Continued surveillance and enforcement of illegal dumping across the shire. Pre-cyclone Jasper a check of known hot-spots and environmentally relevant areas was completed.
Far North Queensland Regional Resource Recovery Plan	Continue participation in regional collaboration for the development of a Far North Queensland Regional Resource Recovery Plan to identify opportunities to manage waste efficiently as a region.	3.2.6	Investigate waste management options for waste streams in anticipation of the completion of the current Bedminster disposal contract in 2026.	In progress	Regional collaboration and investigations for waste management options in anticipation for the completion of the Bedminster Contract in 2026 are continuing.

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<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					
Mossman River intake	Part of the Douglas Shire water security strategy. Progress the intake as a matter of urgency to avoid Rex Creek water license exceedance by 2025/26.	3.3.3	Continue to implement water intake resilience planning and upgrades to improve water security and quality for the community.	In progress	Council in discussions with State Government regarding water allocation licence.
Water treatment process upgrades	Part of the Douglas Shire water security strategy. Phase 2 of ultrafiltration membrane replacement program to reduce losses during the treatment process and reduce chemical usage (OPEX costs).	3.3.4	Continue to provide high quality water to the residents of Douglas Shire inline with the DSC Drinking Water Quality Management Plan and regulatory requirements whilst implementing innovative solutions for process improvements.	Completed	Phase 2 of the ultrafiltration cartridge replacement has been completed on racks 2400 and 2500.
Recycled Water	Part of the Douglas Shire water security strategy. Substitution of drinking water with Class A recycled water in Mossman Port Douglas water supply scheme.	3.3.5	Pursue opportunities to expand the use of recycled water from our wastewater treatment plants.	Cancelled/no longer applicable	Cancelled/deferred due to budget allocations.
Goal 4: We will partner with the community to educate and monitor.					
Waste Education	Development and implementation of Council's Waste Education Plan for schools, businesses and community groups.	3.4.1	Implement a recycling and waste education campaign to increase recycling rates, reduce contamination and reduce waste to landfill.	In progress	Council's Waste Education Program has focused on contamination of recycling bins and potential bin tagging program investigations.
Water Education	Part of the Douglas Shire water security. Continuation / development of the water education program and resources to support messaging for the Douglas Shire water security strategy.	3.4.3	Implement a water sustainability education program to inform the community, particularly school children, of the water cycle and how everyone utilises water and the impacts on the Reef from our water choices.	In progress	Council carried out extensive communications regarding smart water metering, water restrictions and water cycle educational programs.


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2023 - 2024


October - December 2023


 Not yet commenced

 In progress

 Off-track, plan in place

 Off-track, no plan in place

 Cancelled/no longer applicable

 Completed



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<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 4: We will partner with the community to educate and monitor.					
Recreational Fishing Trail	Implementation of recreational Fishing Trail.	3.4.4	Conduct education and enforcement programs to protect our beachfront vegetation.	Completed	Recreational Fishing Signs installed at Public Boat Ramps and Jetties between Daintree Village and Port Douglas.
Monitoring and enforcement of developments for land-based sediment run off	Education program and dedicated compliance program undertaken. Review and update of standard development conditions in line with best practice.	3.4.5	Conduct education and enforcement programs relating to water quality entering waterways and the GBR lagoon including sediment from the urban environment.	Not yet commenced	Inspections of construction sites continued with educational material provided to builders before enforcement actions were undertaken. Several small building sites were targeted to bring their sediment and erosion controls up to standard. Pre- cyclone Jasper and audit of building sites was conducted and builders were contacted to ensure building sites were secured.
Goal 5: We will recognise the contribution that Traditional Owners make to the protection of the environment					
All Corporate Plan Initiatives have been completed for Theme 3, Goal 5.					

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<b>Theme 4: Inclusive Engagement, Planning and Partnerships</b>					
Goal 1: We will implement transparent decision making through inclusive community engagement and communication.					
All Corporate Plan Initiatives have been completed for Theme 4, Goal 1.					
Goal 2: We will develop forward looking strategies for the future of our communities and we will ensure balanced and appropriate planning decisions.					
Planning Scheme Amendments to align the Scheme with the Planning Act 2016 and improve the functionality of the Scheme	Planning Scheme Amendments to align the Scheme with the Planning Act 2016 and improve the functionality of the Scheme.	4.2.4	Enhance existing Planning Scheme to promote investment while protecting the environment.	In Progress	The next iterations of amendments to the Planning Scheme were received in December 2023. The further amendments will be reviewed and further refined over the next quarter. In addition, proposed mapping changes are being identified. The proposed mapping amendments will be workshopped with Council prior to seeking a formal resolution to amend the Planning Scheme.
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.					
Douglas Shire Housing Strategy	Continue to work with local service providers and all levels of government to find, advocate, and where appropriate, implement measures to address the housing shortage in Douglas.	N/A	N/A	In Progress	Draft Local action Housing Plan complete. To be presented to Council at a future workshop.

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2023 - 2024

October - December 2023

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Operational Plan Initiative	Description	Corporate Plan Initiative	Corporate Plan Link	Status	Updates
<b>Theme 5: Robust Governance and Efficient Service Delivery</b>					
Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.					
All Corporate Plan Initiatives have been completed for Theme 5, Goal 1.					
Goal 2: We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.					
Develop online planning application service/Planning Register and Process Improvements	Improve processes including merging of planning application registers to improve efficiency for officers and provide better customer service. Develop and implement an online application process.	5.2.3	Implement a continuous improvement program.	Completed	Registers have been developed. Implementation on 1 January 2024. Training and processes to be developed.
Develop prescribed activities process including the online booking system and GIS layer	Develop and implement a process that includes an online booking system to record events and activities in open spaces and venues within the bounds of the local laws and other legislation and policies. Investigate implementing a GIS layer to record open space uses. It is anticipated that significant savings in wages will follow the introduction of a good system/s based on automation of some processes.	5.2.3	Implement a continuous improvement program.	In Progress	A new prescribed activities register has been developed. Online Booking solutions being investigated for development. Regular users have been issued an annual commercial approval.
Develop an organisation culture strategy	This strategy will look at workplace planning, organisational culture, human resources strategies and policies.	5.2.4	Develop an organisational culture strategy.	In Progress	Foundation work and feeder projects underway that will form the basis for the strategy.
Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.					
Commence new certified agreement discussions	Negotiations for new certified agreement to begin in November 2023.	5.3.4	Implement a new Certified Agreement for Council.	Not yet commenced	



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<b>Theme 5: Robust Governance and Efficient Service Delivery</b>					
Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events. Through our leadership and capabilities we will plan, prepare, respond and recover from events so as to minimise the impact on people, property, the environment, and our economic stability.					
Enhance disaster management capacity	Pursue funding opportunities for a Local Disaster Coordination Centre and Training facility.	5.4.1	Install new infrastructure throughout the Shire to allow for increased intelligence on rainfall, flood and transport impacts.	In progress	Continued monitoring of potential grant opportunities to fund potential new LDCC and for continued strengthening of intelligence gathering infrastructure.
Support Inclusive and Resilient Communities	Development of a resilience strategy for the Douglas Shire Communities.	5.4.2	Investigate potential to implement Resilient Benchmarking across the Shire to better equip communities in environmental, social and economic challenges and enhance planning in hazard preparedness.	Completed	Community Resilient scorecards finalised. Presented at October LDMG.