

5.12. OPERATIONAL PLAN PROGRESS REPORT FOR JANUARY TO MARCH 2022

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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 2021-2022.

EXECUTIVE SUMMARY

This report and the attachment details the progress for the third quarter of this financial year in implementing Council's Operational Plan 2021-2022. 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 2021-2022 was adopted on 8 June 2021 in conjunction with the Annual Budget 2021-2022. Under section 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 2021-2022 for the third quarter of this financial year.

FINANCIAL/RESOURCE IMPLICATIONS

The activities detailed within the Operational Plan 2021-2022 are factored into Council's annual budget.

RISK MANAGEMENT IMPLICATIONS

Progress on the Operational Plan 2021-2022 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 for January to March 2022 [5.12.1 - 13 pages]

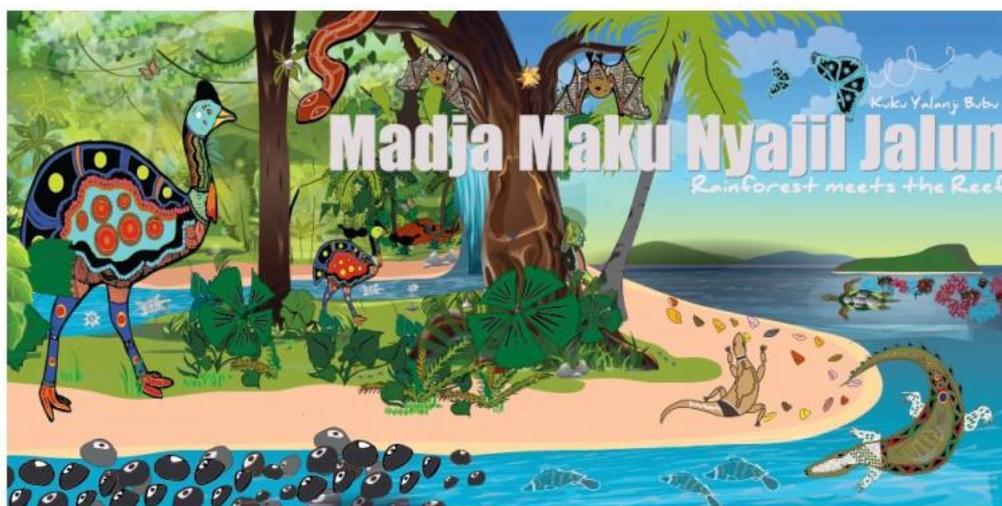
DOUGLAS SHIRE COUNCIL OPERATIONAL PLAN PROGRESS REPORT

2021 - 2022

January - March 2022

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

DOUGLAS
SHIRE COUNCIL



Douglas Shire Council would like to show its appreciation by acknowledging local indigenous artists Lenice Schonenberger, Loretta Pierce (Lenoy) and Ronald Bamboo for providing the cover artwork entitled "**Daintree Ferry**"

Ongoing and Recurring Operational Responsibilities

In addition to the specific initiatives identified for the 2021/2022 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

2021 - 2022

January - March

Not yet commenced

In progress

Off-track, plan in place

Off-track, no plan in place

Cancelled/no longer applicable

Completed



	Initiative	Success Measure	Description	Status	Updates
Theme 1: Celebrating Our Community					
Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.					
1	Indigenous Committee	1) Establishment of the Committee 2) Terms of Reference 3) Meetings have commenced	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.	Not yet commenced	Awaiting replacement of Community Development (First Peoples) Officer. Recruitment delayed.
2	Mossman Shire Hall Upgrade	Program of works includes installation of air conditioning, ceiling fans, acoustic improvements and building infrastructure	Implementation of building upgrades to enhance amenity, functionality and disability access to increase patronage.	Cancelled	Grant application for Building Better Regions 2021 was unsuccessful. Budget not available to proceed with upgrades at this stage.
3	Indigenous signage	Signs erected	Complete rollout of the Indigenous Signage Project to install interpretive signs Pending capital works availability.	Not yet commenced	Awaiting replacement of Community Development (First Peoples) Officer. Recruitment delayed.
4	Development of an all-ability accessibility plan	Prioritised Program of works to inform 10 year CAPEX program	Work with the Disability Access Group to identify and prioritise infrastructure improvements to enhance accessibility to public spaces. Mossman accessibility.	In progress	Gathering data and consulting with all disability groups. Register of completed and identified future projects developed. An all accessibility map has been uploaded to Council's Website.
5	Social Housing	Collect data, analyse, bring report to Council	Work with the Department of Housing, providers and stakeholders to identify gaps in social housing in the Shire and advocate for an improved business model that will increase housing stock and reduce wait times.	In progress	Following the initial Taskforce meeting, Council Officers are collating anecdotal evidence to profile the supply issues in Douglas, outreaching to Qld Councils who have made progress in this space and investigating options for action.
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.					
1	Oil Palm Strategy	Strategy with options and business case	Review options for long term replacement of oil palms and develop maintenance management plan.	In progress	Project commenced. Working group to be formed to review options. Strategy / maintenance plan currently being drafted.
2	Mossman Pool Redevelopment	Finalised plans and funding acquired	Following a revised Masterplan progress to complete detailed design and continue to make improvements in line with the concept and Masterplan. Continue to seek funding for the redevelopment to enhance facilities.	In progress	Planning underway for addition of a splash park and rebranding of pool to increase regional patronage.
3	Port Douglas Aquatic Precinct	Detailed design, commence seeking funding for splash park	Following approval of concept and detailed design progress towards funding for an aquatic precinct, that includes a splash park. Ensure community engagement. The splash park will be phase one.	In progress	Tenders closed and on hold pending community consultation as per Council decision.

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Theme 1: Celebrating Our Community					
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.					
4	Rex Smeal Park improvements	Finalised designs and cost estimates (shovel ready project) to facilitate grant submissions. Further community consultation	Design for playground, disability access, better parking and pedestrian access - await for full grant funding for any actual capital works - need to also analyse the demographic - what is the market - who is it being built for. - Look at trip hazards, access, etc.	In progress	Design and consultation complete. Application has been submitted for Building Better Regions Fund (BBRF). Waiting on outcome.
5	Park and Open Spaces beautification & infrastructure upgrade	Enhanced amenities and user safety in Council parks and open space areas	Upgrade/ renewal of park & open spaces infrastructure and landscaping. Improve amenity and all ability access.	In progress	Project underway. Several projects have been implemented . Further landscaping to occur across the shire.
6	Dog registration audit	Audit completed	Review and audit the dog registration program.	In progress	All inspections are now complete. Officers are currently following up with residents who have failed to comply with the requirement to register a dog. Upon final completion a report will be provided to Council.
7	Gravel road seal program	Prioritised list of projects to inform 10 year CAPEX program	Develop prioritised program of un-sealed roads that would benefit from being sealed.	In progress	Register completed. In the process of gathering additional data such as traffic counts.
8	Port Douglas Drainage Strategy	Prioritised list of projects to inform 10 year CAPEX program	Undertake a hydraulic study for Port Douglas to identify and prioritise projects to improve drainage.	In progress	Consultant engineer engaged to complete a drainage report with a 10 year prioritised plan to upgrade Council's major trunk drainage and lower flooding risks.
Goal 3: We will develop programs that promote health, well-being and safety in the community.					
1	Sports and Recreation Actions	Enhanced sport participation, club development and healthy and active initiatives	Following the approval of the Sports and Recreation Strategy deliver three initiatives from the strategy that enhances sport participation, recreation activities and promotes well-being in the Shire.	In progress	Multiple masterplan upgrades have been completed or underway. Sports Club programs and training complete and further projects underway. Sport and Recreation has been working with clubs to fulfill their own infrastructure requirements with support and connection to grant funding. Active8 fitness program is now being delivered in a sustainable model to the community offering affordable fitness to all.
2	Develop CCTV strategy for Douglas	Identification of key locations to assist in seeking grant funding	Consultation with community, businesses, police. Prepare a plan to enable to secure grant funding, enhance safety.	In progress	Submission to Queensland Government Fishing Infrastructure Grant for installation of CCTV at boat ramps and jetties in the region has been successful with a RFQ for work to go out soon. Working along with AFN solutions, the Port Douglas Police and community to develop a plan for CCTV in Port Douglas, similar to Mossman.

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	Initiative	Success Measure	Description	Status	Updates
Theme 1: Celebrating Our Community					
Goal 3: We will develop programs that promote health, well-being and safety in the community.					
3	Road and Footpath lighting program	Prioritised list of projects to inform 10 year CAPEX program	Develop prioritised program of road/ pedestrian lighting upgrades to provide a higher level of safety and amenity and compliance with relevant standards.	In progress	Program completed for Port Douglas. Investigation and review of lighting in Mossman currently underway.
4	Road Safety Improvements	Implementation of Intersection upgrades and speed management measures	Establish a register of projects that would improve road safety for all users (vehicles, pedestrians and cyclists) throughout the region for implementation when funding opportunities arise.	In progress	Gathering information and finalising a project register for future budget submissions
Goal 4: We will promote arts and cultural programs and events that bring vibrancy to the community and compliment the tourist experience.					
1	Arts Strategy	Updated Arts Strategy	Review the Arts Strategy to enhance and direct Council's commitment to the development of a vibrant arts culture and industry in the region.	In progress	Conversations with people in the creative sector were held in the shire in five locations. These discussions generated fabulous ideas and a summary has been distributed for further input. The draft strategy is being reviewed by Council's new Arts and Culture Officer.

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	Initiative	Success Measure	Description	Status	Updates
Theme 2: Fostering Sustainable Economic Growth					
Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
1	Ferry Gateway infrastructure plan	Plans well progressed	Develop plans for two ferry solution and required infrastructure.	In progress	Preliminary discussions held with several State Government agencies. Planning workshops to be delivered to Councillors.
Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment.					
1	Innovation Hub	Determine if feasible and business case developed	Develop concept for a public innovation hub including development of a business case, options analysis and initial community engagement.	No longer relevant	Progress is being made to fill this gap by a commercial enterprise, and an alternative way forward from Council for this operational plan initiative is being developed.
2	Continue to investigate opportunities in the RV Strategy	Determine if feasible and business case developed	Complete a business case and cost benefit analysis for a potential development of an RV park within Mossman. Identify possible sites.	Completed.	Presented to Ordinary Council Meeting on 28 September 2021.
3	Eco-Destination	Review completed	Strengthen the ECO accreditation criteria and complete a desktop audit.	In progress	Upgrade to the new version of criteria is complete. Desktop audit scheduled for mid-May 2022.
Goal 3: We will develop strategies that seek to diversify the Shire's economic base.					
1	Investigate alternative energy solutions	Adopted strategy and options analysis	Advocate, track developments and look at any economic opportunities for alternative energy solutions as a potential industry for the Shire - bring report back to Council for future direction.	In progress	Research being undertaken.
2	Economic Development Strategy	Supports economic and social growth	Implement and deliver at least three initiatives from the Economic Development Strategy that support economic growth in the Shire and new opportunities to grow the Shire's GRP. 1) Development of investment prospectus 2) List of priority infrastructure projects 3) Adopt Queensland Small Business Friendly Charter	In progress	Queensland Small Business Friendly Charter adopted in November 2021. Draft Investment Prospectus will be presented to Council in May. Priority infrastructure list in development with Capital Works Program for 2022/23.
3	Port Douglas Markets Review	A series of recommendations for Council adoption and small facilities enhancements	Revise Port Douglas Markets Policy and processes to ensure enhanced future planning and advancement. Make minor capital improvements to enhance stall holder's infrastructure and facilities.	In progress	Will be presented to Councillor workshop in April.

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	Initiative	Success Measure	Description	Status	Updates
Theme 3: Leading Environmental Stewardship					
Goal 1: We will protect our sensitive environment and plan for the impact of climate change.					
1	Reef Assist actions	Actions completed	Finalise and adopt Foreshore Management Plans for five key beach areas. Undertake revegetation and access formalisation in identified areas.	In progress	Reef Assist Project activities were completed late March 2022. Draft Foreshore Management Plans are being amended before taking back to Council for adoption. Final reporting due April 2022.
2	Reef Guardian	Actions completed	Undertake five new actions under the Reef Guardian Council Program.	In progress	Action Plan signed off and endorsed. All five actions have commenced and are on-going.
3	Soil Carbon Strategy	Report to Council	Investigate Federal Government's Soil Carbon initiative, monitor developments and analyse applicability to local agriculture.	In progress	In December 2021 the Federal Government legislated a new methodology for measuring soil carbon. Council officers attended a composting workshop with farmers and agronomists in March 2022. Part of the workshop included the carbon farming pricing. Council's Sustainability Officer will complete gathering information and workshop the Soil Carbon Initiative with Councillors.
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
1	Identification of carbon neutral council fleet options	Strategy for Council consideration	Investigate options to reduce carbon footprint. Update AMP to be inclusive of environmentally sustainable measures	In progress	Data being collated and investigation of what options can be achieved in progress. Workshop with Councillors scheduled for May/June 2022.
2	Illegal dumping program	Decrease in illegal dumping	Continue the Illegal Dumping program and seek funding from the State for assistance in the employment of the illegal dumping officer and the clean-up of hot spot sites.	In progress	Grant applications to DES for ongoing illegal dumping compliance and anti-littering education was successful. The funding provides for the engagement of a Compliance Officer for 12 months. New officer commenced on 4 April, 2022. New anti-littering signage ordered for use in identified areas.
3	Waste audit of kerbside collection	Audit completed, recommendations determined, report to Council	Carry out and audit of kerbside waste and recycling bins to identify opportunities for education and improved recycling.	In progress	Arranged for April 2022, the audit will focus on commercial bins, targeting organics, recyclables, single use plastics and packaging.

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	Initiative	Success Measure	Description	Status	Updates
Theme 3: Leading Environmental Stewardship					
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					
1	Future Water Security	Most viable project is progressed to shovel ready stage to enable grant funding applications to commence	Progress future water security infrastructure solution for secure water supply over the dry season to alleviate current and future water shortages. Perform feasibility analysis on all current proposed water security solutions including the alternate intake and bulk raw water storage solutions to determine most viable option that provides the best outcome for capital investment and water security then progress towards shovel ready stage.	In Progress	Continuing with water licence application for alternate intake. Discussions being held around the feasibility of the water security options.
2	Smart Water Meter Rollout	Stage 2 of smart water meter implemented and quantifiable water security data readily available	Continue the rollout of smart water meters to move beyond Port Douglas and include Mossman and surrounding area.	In Progress	Smart water meter installation has begun in Port Douglas and Craiglie. Relevant staff have been trained with smart water meter data management system.
Goal 4: We will partner with the community to educate and monitor.					
1	Waste education program	Training completed	Conduct a targeted waste education program aligning with the new collection contract and the capabilities of the new Material Recycling Facility in Cairns.	In progress	Council's Waste Education continues to visit pre school, school, after school and kindergarten sessions explaining waste reduction, recycling and composting.
2	Continue water education program	An evolving and maturing education program with Douglas specific educational material.	Grow the water education program through primarily schools and community groups to engender a greater knowledge of the water cycle and water security within Douglas.	In Progress	Education materials have continued to progress and a Douglas specific Water Supply Poster has been completed, ready for distribution to schools in the region. The Water Education Program is being developed.

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	Initiative	Success Measure	Description	Status	Updates
Theme 4: Inclusive Engagement, Planning and Partnerships					
Goal 1: We will implement transparent decision making through inclusive community engagement and communication.					
No Actions this Year					
Goal 2: We will develop forward looking strategies for the future of our communities and we will ensure balanced and appropriate planning decisions.					
1	Development of a street tree register framework	Proposed framework and report to Council	Development of a project plan for the development of a significant tree register in the shire for trees on Council land.	In progress	Project commenced. Currently undertaking research and data collection phase. Proposed framework currently being drafted.
2	Planning Scheme Updates	Identified work completed	Undertake amendments to align the Planning Scheme with the Planning Act, adjust overlay mapping and zones where required (i.e. take account of recent investigations – Chas & storm tide) amend planning scheme codes and assessment tables to the extent necessary to capture development we want to capture etc etc. The survey with targeted industry members is intended to assist with informing these amendments. This amendment would be a major amendment and will require state interest checks, public notification etc.	In progress	Formal engagement of the preferred consultant has been completed with an inception meeting and Council workshop to be held in the near future.
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.					
No Actions this Year					

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	Initiative	Success Measure	Description	Status	Updates
Theme 5: Robust Governance and Efficient Service Delivery					
Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.					
1	Implement PDF framework	Framework implemented	Adopt and implement a Project Decision Framework that will guide Council in making asset and investment management decisions using industry best practice.	In progress	Process being adjusted after a few select projects were used to test the proposed system.
2	Delegations Register	Streamline system Policy Developed Procedure Developed Staff training rolled out Overall Reduction in time to update register and roll out	Implement a software program to streamline the maintenance of Council's Delegation Register.	In progress	Users have been created. Delegations have been assigned to officers. Currently reviewing workflows and developing procedures.
3	Right to Information & Information Privacy	RTI Policy Developed RTI Procedure Developed IP Policy Reviewed IP Procedure Developed Develop action plan Staff Training rolled out	Undertake audit of the Right to Information and Information process. Develop a Right to Information Policy and Procedure. Undertake training for staff to better understand the processes involved with Right to Information.	In progress	Policy Review has been undertaken. Procedure Review has been undertaken. Developing Staff Training Package.
4	Complaints Management	Complaints Management Policy Reviewed Complaints Management Policy implemented Develop action plan from the Internal Audit recommendations Undertake Actions Staff Training rolled out	Undertake full review of the Complaints Management System Processes	In progress	Policy Review has been undertaken.
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.					
1	Lease policy	To be determined	Continue to rollout Council's Lease Policy that supports community and commercial leases and shared facilities in the Shire. Maximising community benefits arising from the use while ensuring responsible management of community assets and accountability.	In progress	Review of draft policy underway. All clubs being put on trustee permits as prelude to lease arrangements.

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Theme 5: Robust Governance and Efficient Service Delivery					
Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.					
1	General Rates model Review Stage 2	General Rates Model that is fair and equitable	Continue review of Douglas Shire General Rates model	In progress	General Rates model review has been conducted. Proposed changes were workshopped with Council and a report will be provided to Council in April 2022.
2	Asset management system	Asset Management System purchased and implementation commenced	Review Enterprise Asset Management Systems, procure and commence implementation across the organisation.	In progress	Contract execution is underway, the import of Water asset data has commenced and our Community and council facility asset data is being reviewed. A grant application has been submitted to assist with the funding of this exercise. The implementation process is forecasted to take 4 years and will be in line with the revaluation of assets timeline.
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.					
1	Support Inclusive and Resilient Communities	Endorsed and updated plans.	Strengthen (post) COVID-19 recovery projects that feed into the Regional and State Recovery Plans.	In progress	LDMG COVID-19 Pandemic Response Plan endorsed and updated. Douglas Resilience Strategy in procurement phase.
2	Strengthen the Shire's flood planning and response capability	Hard copy maps; Flood studies updated for Mowbray/Mossman; Bridge Intelligence Flood System; Storm Tide zones re-evaluated	Develop and implement storm tide and flood resources including mapping, forecasting and modelling to increase data accuracy, future planning and awareness.	In progress	Flood mapping being updated by consultants for Mowbray/Mossman River catchments. Storm Tide zones re-evaluated and development of Bridge Flood Intelligence system is continuing. Installation of additional 6 rain gauges throughout the Shire has commenced.
3	Enhance disaster management capacity	Grants awarded. PDSTCS strengthened in terms of preparedness and response. Place of Refuge list current. Asbestos register compiled.	Pursue grant funding to increasing the functionality of the Port Douglas Storm Tide Cyclone Shelter (PDSTCS) and the construction of a multi-purpose Disaster Coordination Training Centre. Conduct research studies to inform Local Disaster Management Plan including the review and update of Douglas Shire Council's Places of Refuge list and a register of vulnerable properties/asbestos containing properties.	In progress	Current completed projects: strengthening communications for Cyclone Shelter, retrofitting office for Cyclone Shelter Team in Shelter and installing correct labelling system in line with PDSTCS sub-plan. Place of Refuge register updated for 2021/22 wet season. Being progressed - Asbestos register and mapping of properties. No current available grants for Council to construct Local Disaster Coordination Centre Other grant streams being investigated.