

### **3.1. OPERATIONAL PLAN 2018 - 2019**

**CHIEF EXECUTIVE OFFICER** Darryl Crees, Acting Chief Executive Officer  
**DEPARTMENT:** Corporate Services

#### **RECOMMENDATION**

**That Council adopts the Operational Plan 2018 - 2019.**

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#### **EXECUTIVE SUMMARY**

Section 174 of the *Local Government Regulation 2012* requires the preparation and adoption of an Operational Plan for each financial year and Council's budget must be consistent with the Plan.

#### **BACKGROUND**

The Operational Plan is formulated to identify and determine what actions are to be undertaken during the period 01 July 2018 to 30 June 2019 in order to deliver on the objectives of the Corporate Plan 2014 - 2019. The Operational Plan includes ongoing operational responsibilities and operational initiatives, with associated timeframes, success measures and details of any additional resource requirements.

#### **PROPOSAL**

That the Operational Plan be adopted by Council to set the direction for Council operations for the 2018/19 financial year.

#### **FINANCIAL/RESOURCE IMPLICATIONS**

The budget has been prepared to ensure that appropriate resources are available to deliver the activities and initiatives detailed in the Operational Plan.

#### **RISK MANAGEMENT IMPLICATIONS**

Quarterly reporting to Council on the implementation of the Operational Plan will enable senior management, the Mayor and Councillors to closely monitor progress.

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

The Operational Plan has been prepared in accordance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

#### **CONSULTATION**

Consultation has occurred with all sections of Council.

#### **ATTACHMENTS**

1. Operational Plan 2018-2019 **[3.1.1]**

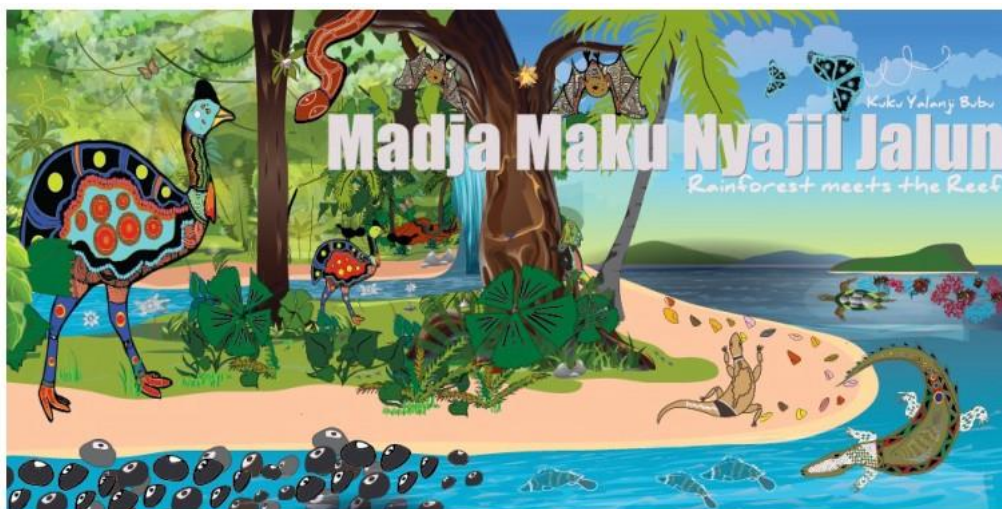
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DOUGLAS SHIRE COUNCIL

# OPERATIONAL PLAN

2018 - 2019

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

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**"

## Introduction

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Each year, Council's administration manages and delivers a very significant portfolio of programs and projects as part of Council's ongoing operational responsibilities to the communities and businesses of Douglas Shire.

In addition, Council's annual Operational Plan details specific initiatives - driven by Council's five year Corporate Plan and Council's specific strategic and policy directions. For 2018/2019 Council has identified a broad range of projects that will benefit all communities across the Shire and will continue to see firm strategic initiatives put in place to establish a sound foundation for the Shire's future.

The preparation of an Operational Plan is required by Section 174 of the *Local Government Regulation 2012*. In line with this requirement, Council's Operational Plan 2018 - 2019 details the ongoing and recurring activities and major initiatives to be undertaken across Council. Success measures and timeframes are identified for the delivery of each initiative, and in recognising that most projects are completed by multidisciplinary teams, the Lead Unit is also identified. The Operational Plan links all projects to the Themes and Goals of the Corporate Plan, demonstrating the ongoing implementation of Council's strategic direction.

All programs and projects are fully funded through the Annual Budget 2018 - 2019. As in previous years, a public report detailing the progress of the Operational Plan will be submitted to Council each quarter.

## Ongoing and Recurring Operational Responsibilities

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In addition to the specific initiatives identified for the 2018/2019 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:

### EXECUTIVE LEADERSHIP 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.

## CEO UNIT

- 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.

## SUSTAINABLE COMMUNITIES

- 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 Plumping 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 INFORMATION TECHNOLOGY**

- 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.
- Ensuring Payroll is processed in a timely manner and is compliant with all relevant legislation, policies and procedures.
- Supporting the Information Technology function with set up of new systems and ongoing support for Council operations.

## 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.
- Delivering a quality frontline service ensuring a high standard of customer service that meets the needs of Council and its communities.
- 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.
- Providing a property services function which optimises utilisation of Council facilities and ensures a strategic approach to property management.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.
- Managing Council's human resources functions including employee relations, compliance, compensation and benefits, training and development, recruitment, and all other employee related matters.
- Supporting Council's Workplace Health and Safety system ensuring the provision of a safe working environment for all employees.
- Provision of targeted Organisational Business Support for Corporate Services and Operations.

## LIBRARY

- 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.

# Developing the 2020 - 2024 Corporate Plan

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	External Resources
	Development of a new Corporate Plan 2020-2024 to strategically position Council to meet the changing needs of the community.	Adoption by Council by 30 April 2019.	Executive Leadership Team	10 months	Consultant



# Corporate Plan 2014-2019

## Theme 1 - Celebrating Our Communities

With a diverse range of communities throughout the region, we will value cultural identity, heritage and inclusiveness. We will embrace opportunities to work in collaboration with our communities to celebrate our successes, talents and uniqueness.

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
<b>G2</b>	<b><i>To encourage and support our vulnerable and disadvantaged communities.</i></b>				
1.2.1	Advocate to Federal and State Governments for funding to construct a domestic violence refuge and a suitable organisation to operate the facility.	Documentation of a fully functional operating model that can be taken to the Government to secure funding.	CEO Unit	12 months	Department of Communities, Disability Services & Seniors; Department of Child Safety, Youth & Women; Department of Housing & Public Works; local and regional stakeholders
1.2.2	Stage 3 of the Education and Collaboration Plan with the Mossman Gorge Community on the keeping of domesticated animals.	Stage 3 actions completed and workshopped with Councillors.	Sustainable Communities	12 months	Key Stakeholders
<b>G3</b>	<b><i>To promote inclusiveness, through accessible programs, social infrastructure and facilities that meet the needs of our diverse communities and visitors.</i></b>				
1.3.1	Host a Regional Creative Arts Summit.	Summit hosted in Mossman including majority of FNQROC (Far North Queensland Regional Organisation of Councils) areas.	CEO Unit	6 months	Tourism Port Douglas Daintree

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
1.3.2	Investigate options, including upgrades, to Council owned facilities which will potentially attract increased community use.	Develop long term asset management plans for the Mossman Shire Hall, Port Douglas Community Centre and Daintree Shire Hall; to be endorsed by Council and to inform future capital works programs.	Civil Works; Facilities Maintenance	9 months	
1.3.3	Activate Teamsters Park to promote local attractions and as a gateway to the Shire and Wet Tropics through a staged development plan.	Staged development master plan including consultation and design components adopted by Council.	CEO Unit	12 months	Consultant

# Corporate Plan 2014-2019

## Theme 2 - Building a Sustainable Economic Base

Council recognises that its decisions regarding the services it delivers can have a positive impact on the region's economy. The maintenance of infrastructure and the building of new infrastructure supports the region's workforce and provides employment opportunities. By adopting a practical approach to decision-making and by working collaboratively with the business community, new initiatives can be introduced to make the Shire more attractive to investors. Council's support for economic growth in a role as advocate, facilitator or part funder, will assist others to achieve complementary or common economic goals.

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
<b>G1</b>	<b><i>To develop a sustainable Capital Works program that generates local opportunities for employment.</i></b>				
2.1.1	Conduct annual Digital Video Recording (DVR) to determine current status of the Shire's roads.	DVR completed.	Civil Works	1 month	Contractor
2.1.2	Additional water extraction site designed and integrated into existing water infrastructure.	Design completed and presented for information to a Councillor Workshop.	Water & Wastewater	12 months	Consultant
2.1.3	Asset Edge trial for Water and Wastewater operations.	Trial completed and outcome presented to the Executive Leadership Team.	Water & Wastewater	12 months	Consultant; Tablets required
<b>G2</b>	<b><i>To support the growth of local business and industry, and to encourage commercial investment in the Shire.</i></b>				
2.2.1	Port Douglas Waterfront South Precinct Stage 2 - to develop the endorsed preliminary concept plan to a community accepted Master Plan.	Completion of community engagement and project progression to a shovel ready status.	Corporate Services	12 months	Consultant; External Stakeholders
2.2.2	Increase the number and value of conferences, exhibitions and meetings held in the Shire.	Research and prepare a conference and events service directory.	CEO Unit	6 months	Tourism Port Douglas Daintree; Consultant

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
2.2.3	Support and implement projects identified in the Economic Development Strategy Taskforce Priority Action Plans.	Projects endorsed by Council and implemented.	CEO Unit	12 months	Taskforce; Consultant
2.2.4	Build on and promote investment opportunities in the Shire.	Host bi-annual Business Conference.	CEO Unit	6 months	
<b>G3</b>	<b><i>To increase opportunities to promote the Shire as a destination of choice.</i></b>				
2.3.1	Develop funding submission for Stage 1 of the Principal Cycle Network.	Funding submission lodged.	Civil Works; CEO Unit	3 months	Consultant
2.3.2	Audit current Council and privately owned infrastructure in venues utilised for holding events.	Preparation of an Event Infrastructure Investment Plan for Council assets and adopted by Council.	CEO Unit	4 months	

# Corporate Plan 2014-2019

## Theme 3 - Improve Environmental Performance

Council has the opportunity to demonstrate leadership by local government in our diverse communities by implementing responsible environmental practices. With eighty-two per cent of the Shire included in the Wet Tropics World Heritage Area, the preservation of the natural environment will be supported by the implementation of location-specific management plans. Council will also adopt measures to reduce consumption, more effectively managing waste, and will achieve a reduction in energy and fuel consumption through greater efficiencies in service delivery.

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
<b>G1</b>	<b><i>To enhance and preserve cultural heritage, natural and built environments through sound planning and community involvement.</i></b>				
3.1.1	Develop and implement a Trade Waste Environmental Management Plan and update processes and software to ensure compliance and efficiency.	Environmental Management Plan endorsed by Council.	Sustainable Communities	12 months	Consultant
3.1.2	Environmental investigation into Newell Landfill and former Sanitary Depot to provide information to allow the future removal of each site from the Environmental Authority.	Study endorsed by Council.	Sustainable Communities	12 months	Consultant
3.1.3	Develop and implement a waste and recycling education program for schools and multiple unit dwellings in the Shire to increase recycling rates, reduce contamination and reduce waste to landfill.	Education program developed and implemented. Report to Council on program and outcomes.	Sustainable Communities	12 months	Consultant

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
3.1.4	Development of a Safety Management System for all resource management operations to align with Council's Workplace Health & Safety Management Plan.	Safety Management System for relevant transfer stations developed and implemented.	Sustainable Communities	12 months	Consultant
3.1.5	Develop a Coconut Action Plan 2018 - 2019, report to Council and implement action.	Coconut Action Plan actions completed.	Public Places	12 months	
3.1.6	Partner with community organisations to conduct six drain stencilling events in conjunction with an awareness raising campaign about the impact of litter and land run-off on waterways and the Great Barrier Reef.	Drain stencils created and installed at six public locations that can deliver the message with the most impact.	CEO Unit	5 months	
3.1.7	Support the Shire's environmental sustainability credentials through recognised accreditation programs.	Project plan for achieving Regional Eco Destination Certification endorsed by Council.	CEO Unit	6 months	Consultant
3.1.8	Undertake a concept, scoping and pre-feasibility study, including potential partners, for a Cassowary Research, Rehabilitation and Breeding Centre in the Daintree.	Scoping and pre-feasibility study completed as the first stage in the project development process.	CEO Unit	12 months	Wet Tropics Management Authority; Jabalbina Aboriginal Corporation; Universities; Consultants

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
<b>G2</b>	<b><i>To reduce the consumption of energy and other resources in all Council operations.</i></b>				
3.2.1	Undertake the 2018/19 actions outlined in the Corporate Sustainability Strategy 2017 - 2020.	Sustainability Strategy actions completed and reported to Council.	Sustainable Communities	12 months	
3.2.2	Investigate feasibility and design of a Solar Farm on Killaloe Landfill.	Outcome of investigations endorsed by Council.	Sustainable Communities	12 months	Consultant

# Corporate Plan 2014-2019

## Theme 4 - Engage, Plan, Partner

Council will engage with the diverse communities of Douglas in accordance with clear policies, plans and techniques to ensure needs, issues and concerns are appropriately considered in all decision-making. Strategic planning and partnerships with regional, state, national and international stakeholders will be strengthened through focus on key goals, opportunities and positive outcomes.

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
<b>G1</b>	<b><i>To implement the Community Engagement Framework and Guidelines as adopted.</i></b>				
4.1.1	Community Survey - in conjunction with Council, develop strategies to address agreed target areas from the Community Satisfaction Survey.	Strategies to target key areas identified in the Community Survey endorsed by Council.	Executive Leadership Team	9 months	
4.1.2	Undertake Stage 1 of Daintree River Ferry Contract renewal which will focus on community/stakeholder engagement and feasibility studies on potential ferry operations expansion.	Stage 1 actions completed and reported to Council.	Corporate Services	12 months	Consultants
<b>G2</b>	<b><i>To develop enhanced collaborative partnerships with all stakeholders to achieve community outcomes.</i></b>				
4.2.1	Complete Phase 5-8 of the Coastal Hazard Adaptation Strategy (CHAS) under the QCoast2100 program (subject to timely provision of grant funds).	Final report endorsed by the CHAS working group and presented to Council.	Sustainable Communities	12 months	Contractors; LGAQ (Local Government Association of Queensland) grant funds



No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
4.2.2	Incorporate Indigenous language into key tourism signage throughout the Shire.	Five key tourism signs identified for a bi-lingual program and endorsed by Council.	CEO Unit	12 months	Consultant
4.2.3	Continue to take a lead role in facilitating and advocating for the removal of vessel wrecks in Dickson Inlet.	Continue communication with the multi agency task force that has been established to address and resolve the situation with the many abandoned vessels littering Dickson Inlet.	Sustainable Communities	12 months	Contractors
4.2.4	Identify actions for inclusion in the 2018/19 Reef Guardian Action Plan.	Actions identified and reported to Council for submission to Reef Guardian.	Sustainable Communities	6 months	
<b>G3</b>	<b><i>To ensure effective disaster management planning to support the Douglas Communities.</i></b>				
4.3.1	Develop predictive modelling for flooding in the Mossman River.	Reliable predictive model developed to assist in disaster management decisions.	Sustainable Communities	12 months	Consultant

# Corporate Plan 2014-2019

## Theme 5 - Governance

The new Douglas Shire provides an opportunity to build and deliver a solid platform for excellence and transparency in governance, service delivery, compliance and risk management. The organisational culture will be one of enthusiasm, collaboration and innovation to confidently and productively support Council's direction.

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
<b>G1</b>	<b><i>To develop a financially sustainable organisation through sound strategic planning.</i></b>				
5.1.1	Determine the full cost of providing Council's Water, Sewerage and Cleansing activities and establish if these costs are being fully recovered via Council's Utility Charges.	Presentation of the results to a Councillor Workshop together with options for any further action required.	Corporate Services	3 months	
5.1.2	Financial Sustainability - develop a budget for the 2019/20 financial year that fulfils the financial sustainability strategy agreed to by Council in 2014.	Council to adopt the proposed budget with sufficient resourcing to achieve compliance with the three financial sustainability ratios.	Corporate Services	12 months	
<b>G2</b>	<b><i>To demonstrate leadership in local government through sound, transparent, accountable and equitable decision making.</i></b>				
5.2.1	Develop and implement processes to ensure compliance and alignment with the new Planning Act and Planning Scheme for Development Applications.	Compliance and alignment of the new Planning Act and Planning Scheme achieved and outcome endorsed by the Executive Leadership Team.	Sustainable Communities	6 months	Contractor

No.	Operational Initiative	Success Measure	Lead Unit	Expected Period of Work	Additional Resources
<b>G3</b>	<b><i>To deliver services to our communities in an efficient, productive and cost effective manner.</i></b>				
5.3.1	Rollout Council's strategy for the renegotiation of the new Certified Agreement.	New Certified Agreement executed by all parties.	Corporate Services	6 months	Consultant; Unions
5.3.2	To undertake an Information Technology (IT) Environment study to determine the most suitable option for the future IT Environment based on proven current technology and risk assessment.	Outcomes of study reported to the Executive Leadership Team, including costed options, for informed decision making and allocation in the 2019/20 annual budget.	Corporate Services	12 months	Consultant