

## **5.06. OPERATIONAL PLAN 2015 - 2016 FOR THE PERIOD OCTOBER TO DECEMBER 2015**

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**DEPARTMENT:** Corporate Services

### **RECOMMENDATION**

**That Council notes the progress of the implementation of the Operational Plan 2015 - 2016.**

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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 2015 - 2016. To deliver the initiatives detailed in the Operational Plan 2015 - 2016, 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 2015 - 2016 was adopted 24 June 2015 in conjunction with the Annual Budget 2015 -2016. Under section 174 of the *Local Government Regulation 2012*, a written assessment of the progress of implementing the Operational Plan is to be present to Council on at least a quarterly basis.

### **PROPOSAL**

The attachment to this report provides Council with the progress on implementing the Operational Plan 2015 - 2016 for the second quarter of this financial year.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The activities detailed within the Operational Plan 2015 - 2016 area factored into Council's annual budget.

### **RISK MANAGEMENT IMPLICATIONS**

Progress on the Operational Plan 2015 - 2016 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 2014-2019 Initiatives:

### Theme 5 - Governance

*5.2.1 - Provide Councillors and community with accurate, unbiased and factual reporting to enable accountable and transparent decision-making.*

### 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.

The following areas outline where Council has a clear responsibility to act:

<b>Fully-Responsible</b>	Delivering a program or activity for another organisation (usually another level of government).
<b>Regulator</b>	Meeting the responsibilities associated with regulating activities through legislation or local law.

### INTERNAL/EXTERNAL CONSULTATION

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

### ATTACHMENTS

Attachment 1 - Second Quarter Progress Report on Operational Plan 2015 -2016.

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# ATTACHMENT A

## Operational Plan

### July 2015 – June 2016

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## EXECUTIVE SUMMARY

Douglas Shire Council's third Operational Plan consolidates and builds on the diverse range of initiatives delivered by Council in its first 18 months, setting out a comprehensive schedule of programs and services to support all sectors of the community and drive business growth across the Shire. It continues to implement the strategic direction of Council as expressed in its adopted 2014-2019 Corporate Plan, with all operational initiatives costed against the 2015-2016 Annual Budget.

The preparation of an Operational Plan is required by Section 174 of the *Local Government Regulations 2012*. In line with this requirement Council's 2015-2016 Operational Plan details both recurring activities and the major initiatives to be undertaken over the next 12 months by all departments and teams across Council. The Plan details resource requirements, performance indicators, timeframes and responsible officers to manage and deliver the works. As in 2014-2015, an assessment of the progress of the implementation of the Plan will continue to be presented in a formal report to Council each quarter.

As in the last financial year, this Plan provides the mechanism for the delivery of a broad range of community benefits and services. A number of major initiatives, including the progression of the Mossman District Nursing Home, the delivery of \$15m of disaster recovery works, collaboration in the management of significant Indigenous sites, the upgrade of the Mossman Town Centre and the establishment of business and community forums, will be directly managed by the executive team. The Plan also schedules the development of important strategic initiatives to strengthen the economy, drive tourism, support the arts and protect the environment. A number of new regulatory programs, pest management and water and waste water programs are included. Community and recreational infrastructure is to be audited with a particular emphasis on accessibility for all in our community. Continual improvement in service delivery and the implementation of digital and electronic initiatives both in our Libraries and to achieve greater efficiencies in Council's corporate business functions, is ongoing. The Plan also details the administrative actions required of staff to maintain and further develop good governance, corporate communications and business continuity.

For the new Douglas, this second full financial year will see the consolidation of the 2014 start up initiatives, the continuing development of programs across Council's broad portfolio of community and business responsibilities, and the delivery of new projects that drive and strengthen community and financial sustainability.

Completion of this Operational Plan before June 2016 will see the consolidation of many aspects of this new Council's business, and will continue to provide a sound platform for the future growth of the new Douglas.

## MANAGEMENT TEAM

### Ongoing Activities

The Management team will be responsible for the following:

- **Good Governance** – Facilitating the decision making and leadership of council through provision of advice and information.
- **Strategic Planning** – Planning for a successful future for Douglas.
- **Community Sustainability** – Identifying and acting on opportunities to strengthen the economic, environmental and social base for Douglas.
- **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 governments

### Major Management Team Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
MT1	1.3.1	Progress the establishment of the Mossman District Nursing Home site	01/09/15 to 30/06/16	Prepare and obtain Stage One Masterplan approval and Reconfiguration Of Lot approval. Negotiate acceptable land tenure arrangements with nursing home provider.	Town Planning Consultant Professional Legal Advice	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Development application lodged 24/12/16. Successful Building Our Regions grant funding application \$544,150 for enabling infrastructure.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MT2	1.2.1 1.2.4	Establish and facilitate the Daintree Joint Management Group	01/10/15 to 31/05/16	Key stakeholders identified and Terms Of Reference established. Two meetings conducted.	Refer Council Resolution 5 May 2015 for key stakeholders	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Key stakeholders identified and Terms Of Reference established. First DJMG held 20 August 2015. Second DJMG scheduled 25 February 2016.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MT3	1.2.4	Review the existing Management Plans for the Blue Hole and Cow Bay Reserves	01/10/15 to 31/05/16	Management Plan reviews completed to the satisfaction of Jabalbina Yalanji Aboriginal Corporation and Council.	Jabalbina Yalanji Aboriginal Corporation Professional Legal Advice, if required	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Indigenous working group established to undertake Management Plan reviews. Early discussion with Jabalbina and WTMA. Internal review of management plans commenced.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MT4	5.2.2	Develop and implement an evaluation and reporting tool for service standards	01/08/15 to 31/05/16	Implement measures to evaluate service standards and present reporting six monthly to Council.		<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Work will commence on development of the reporting tool in the first quarter of 2016.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MT5	5.1.1	Executive management of the Natural Disaster Relief and Recovery Arrangements (NDRRA) for the Shire	01/07/15 to 30/06/16	NDRRA Project Control Group continue to meet on a weekly basis and progress of the NDRRA works reported to Council on a six (6) weekly cycle.	Appointed contractors and sub-contractors	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	NDRRA PCG met weekly during 2015 and with work in the final stages is meeting fortnightly in 2016. Formal monthly reports continue to be presented to Council.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MT6	2.3.4	Potential Stage Two of the Mossman Town Centre upgrade	01/09/15 to 30/04/16	Council's direction implemented		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Design completed, community engagement completed and furniture pallet agreed by Council. Seating and bins installed. New garden near Post Office installed. Papillon Contractors have been engaged and work due for completion by the end of February 2016	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MT7	5.1.2 4.3.1 4.3.2 4.3.3	Identification and information recording, including pictorial, of places of refuge for inclusion in the Local Disaster Management Plan	01/09/15 to 30/04/16	Identification of places of refuge based on a condition and risk assessment throughout the Shire and inclusion of this list in the LDMP	Consultants including building inspector and structural engineer, District Disaster Management Group, QFES.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	inspection and pictorial identification and recording of places of refuge completed. Currently being reviewed by GMO.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MT8	2.2.1 2.2.5 2.3.4 4.1.2 4.2.2	Facilitate a "Douglas Business Forum" to engage the Douglas Business Sector to identify key Economic development opportunities and issues.	01/07/15 to 31/12/15	"Douglas Business Forum" undertaken and relevant matters documented to inform Douglas Economic Development Strategy.	Douglas Chamber of Commerce, Tourism Port Douglas Daintree and Primary Industry Sector.	Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	The Business Forum was successfully held on 12 November 2015 with over 100 delegates attending. Feedback from attendees and speakers is that the forum was a great initiative.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



## DEVELOPMENT AND ENVIRONMENT

### Ongoing Activities

The Development and Environment Section will be responsible for the following:

- 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.
- Ensuring compliance with relevant State legislation, Council Local Laws and the Shire Planning Scheme.
- Administering Local Law, Environmental Health and other delegated licensing, permitting and registration functions.
- Undertaking strategic land use planning functions in accordance with statutory requirements.

### Major Development and Environment Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
DE1	3.1.5 3.1.6	Tender and enter into a new contract for the management and operation of Killaloe landfill and transfer station including a 'recycle' shop.	01/07/15 to 30/11/15	New operator engaged		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	The Tender for Operation and Maintenance of Killaloe Transfer Station and Landfill closed in December 2015 and will be awarded in January 2016.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
DE2	3.1.6	Procure and install a leachate management system at Killaloe landfill. This will likely also involve a tender.	01/08/15 to 29/02/16	Leachate management system installed to the satisfaction of EHP	Substantial capital investment	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Investigations into the appropriate Leachate Management System, including landfill capping are ongoing to ensure the system is appropriate for the site and economically sustainable for Council. A review of water balance was undertaken in the quarter by Waste Solutions. A potential local source of clay was identified and this is being tested.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
DE3	3.1.6	Install surveillance cameras at Killaloe landfill and transfer station.	01/11/15 to 30/06/16	Cameras installed and operational	Capital investment	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Installation is scheduled to commence in early 2016.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE4	3.1.6	Revise waste management strategy.	01/08/15 to 30/06/16	Strategy drafted and adopted		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	The Draft Waste Reduction and Recycling Plan has been prepared in accordance with the <i>Waste Reduction and Recycling Act 2011</i> . It is open for public comment until 9 <sup>th</sup> February 2016 and is expected to go to the February Council Meeting for adoption.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE5	3.1.6	Investigate and procure a system for the better tracking and recording of waste generated in the Douglas Shire.	01/10/15 to 30/06/16	Waste streams able to be tracked appropriately	Capital investment	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Discussions have commenced with weighbridge system supplier. Proposal to be provided in the near future.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE6	4.2.2 5.2.1	Engage a new sustainability officer.	01/07/15 to 30/06/16	Officer employed	Budget allocation for wages	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Position description prepared for advertising.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE7	5.1.1	Develop and adopt a Corporate Sustainability Strategy.	01/09/15 to 30/06/16	Strategy drafted and adopted by Council		<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	This will be a priority action for the Sustainability Officer, position advertised week beginning 25 February 2016.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE8	3.1.1	Planning scheme approved by the State and adopted by Council.	01/07/15 to 30/06/16	Planning Scheme is adopted.	Continuing assistance from external planning consultant, GIS consultant. Financial resources allocated in budget.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Draft Scheme continues to underits State interest check. Timing issue with the caretaker period for the local government elections is likely to impact on delivery of the final scheme.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
DE9	4.2.2	Implement illegal camping strategy.	01/07/15 to 30/06/16	New local laws officer hired. Proactive monitoring and management undertaken as per strategy workshopped with Councillors.	Wage cost for new officer. Budget allocation for police cost. Budget allocation for signage/bollards	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	The new local laws officer commenced in July. The illegal camping strategy is continuing with increased patrols, police assistance, installation of new signage and bollards.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE10	4.1.2 5.2.2	Local laws - next stage of local laws review undertaken with informal public engagement and draft amended local laws prepared.	01/08/15 to 30/06/16	Draft amended local laws prepared after opportunity for public comment	External consultant assistance will be required	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Informal public consultation complete. Compilation of survey results being prepared, with evaluation to follow.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE11	5.1.1	Condition audit of Council moorings in Port Douglas Harbour undertaken and repair and maintenance program adopted including budget and time frames re salvaging the two vessels sunken on the moorings.	01/09/15 to 30/06/16	Audit report received and repair and maintenance program adopted	Specialist external consultant assistance will be required.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Maintenance and service of pile moorings complete. In addition, a total of nine (9) regulatory signs were installed throughout the pile mooring arrangement in Dickson Inlet, on timber, steel and concrete piles.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE12	5.3.3	Review of all receipt codes and GL paths for regulatory services activities.	01/08/15 to 30/06/16	Regulatory service activities being receipted to the correct location		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	This will be undertaken on a progressive basis over the financial year. A preliminary plan has been developed identifying tasks to be actioned.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE6 2014/ 2015	3.1.7	Closure of Phase A and B. Staged capping of Killaloe Landfill as per Transitional Environmental Program and Site Development Plan. Due June 2015	01/07/15 To 31/12/15	Capping complete (Phase A & B)	Creation and filling of Technical Officer Waste position, Contractors and Consultant	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Investigations into the appropriate Leachate Management System, including landfill capping, are ongoing to ensure the system is appropriate for the site and economically sustainable for Council. A review of water balance was undertaken in the quarter by Waste Solutions. A potential local source of clay was identified and this is being tested.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No





REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
IS6	2.1.1	Review and update the current ASMP for Buildings. This will be done by implementing an inspection program on all Douglas Building Assets and developing a 10 year plan for improvements and maintenance.	01/08/15 to 31/03/16	1. Carry out inspections of all Council buildings; 2. Develop ASMP for buildings; 3. Develop a Capital Works program for building renewals	Review and updates can be completed using existing internal resources.	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Project commencement rescheduled to January	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
IS7	3.2.4	Investigate and implement, where practical, procedures and techniques to reduce herbicide spraying, including the use of glyphosate, on roadsides, public areas and in routine garden maintenance.	01/10/15 to 30/04/16	1. Trial completed and findings reported back to Council	Review and updates can be completed using existing internal resources.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Contractor engaged to commence pilot steam weed program in February for 3 months concentrating on playground areas.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
I1 2014/ 2015	3.1.5	Plan to enhance and preserve the natural environment	01/07/15 To 31/12/15	Coconut Management Policy	Public consultation	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Coconut Management Plan and Coconut Action Plan adopted by Council resolution at the 29 September 2015 Ordinary Meeting.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
I4 2014/ 2015	3.1	Implementation of DNRM River Improvement Trust to address damage to rivers and the flooding of land	01/07/15 To 31/12/15	Implement River Improvement Trust	Local Government application to the Minister DNRM or use existing Cairns RIT	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A report was presented to the Council meeting of 16 June 2015 and further discussions with Cairns Regional Council are still required before a final report to Council.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
I5 2014/ 2015	2.3.5	Plan for Douglas as the "bicycle capital of Australia"	01/07/15 To 31/12/15	Five (5) year plan for bicycle infrastructure	Public consultation; Review previous studies	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A five (5) year cycle infrastructure plan was produced and workshopped with Council. Council staff have also been involved in the officers from Transport and Main Roads in the finalisation of the <i>Far North Queensland Principal Cycle Network Plan (FNQPCNP)</i> . Community engagement on the plan will occur in the first quarter of 2016.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No





REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
G7	5.2.1 5.2.2	Review of existing Standing Orders For Council Meetings General Policy	01/01/16 to 30/06/16	Revised policy adopted by Council.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Review is underway and draft standing orders will be presented to Council for consideration during the second quarter 2016.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G8	5.2.1 5.2.2	Councillor Induction/On boarding training	01/04/16 to 30/06/16	All new and existing Councillors to have completed Induction	Local Government Association of Queensland Department of Local Government	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Will be commenced in the first quarter of 2016.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G9	5.2.2 5.3.3 5.3.5	Commence implementation of Local Government Association of Queensland Legislative Compliance Tool, specifically as it relates to the <i>Local Government Act 2009</i> & <i>Local Government Regulation 2012</i> .	01/07/15 to 30/06/16	<i>Local Government Act 2009</i> & <i>Local Government Regulation 2012</i> sections of Legislative Compliance Tool established and endorsed by Management Team.	Local Government Association of Queensland	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	This initiative will be progressed in the first half of 2016.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



