

5. AGENDA ITEMS

5.1. ANNUAL OPERATIONAL PLAN 2022 - 2023

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DEPARTMENT Governance

RECOMMENDATION

That Council adopts the Annual Operational Plan 2022-2023.

EXECUTIVE SUMMARY

The purpose of this report is to recommend the adoption of the Douglas Shire Council Annual Operational Plan 2022-2023.

Along with the annual budget, the Annual Operational Plan is a key planning mechanism for Councillors to ensure that the organisation delivers objectives and plans within the Corporate Plan. It is also a key document for Councillors to showcase to the Douglas community the major projects and services that are delivered by Council to the community every year.

The Chief Executive Officer is required to present a written assessment of the Council's progress towards implementing the Operational Plan at Statutory Meetings of Council, held at regular intervals of not more than three months. The council is required to report on an annual review of the implementation of the Operational Plan.

BACKGROUND

The *Local Government Act 2009 and the Local Government Regulation 2012* require Council to adopt an Annual Operational Plan for each financial year that is consistent with the annual budget and state how the Council will progress implementation of the Corporate Plan.

The Council must discharge its responsibilities in a way that is consistent with its Annual Operational Plan and may amend the plan at any time during the financial year by resolution.

It includes activities that will be delivered in the 2022-2023 financial year which contribute to the delivery of goals and objectives in the Corporate Plan 2019-2024.

The Annual Operational Plan 2022-2023 as in Attachment 1 is presented to the Council for adoption.

COMMENTS

The Annual Operational Plan 2022-2023 is a key planning document that sets out how the Council intends to implement the Corporate Plan 2019-2024. The Annual Operational Plan 2022-2023 is structured to reflect the five themes of the Corporate Plan 2019-2024 and forms a key part of the Council's Strategic Planning Framework.

A mapping document that details the Corporate Plan Initiatives and each Annual Operational Plan Initiatives since 2019 has been workshopped with Councillors. This was provided to Councillors to clearly identify which Corporate Initiatives have been completed, are still in progress or have not yet been identified in previous Annual Operational Plans.

The draft Annual Operational Plan has been discussed with Councillors at a number of workshops with further commentary invited after each occasion via email.

- 12 April 2022 – Councillors asked to provide feedback on the draft and response to the CEO.
- 10 May 2022 – Councillors asked to provide feedback on the draft and respond to the CEO.
- 7 June 2022 – Prior to the Workshop Councillors were asked to provide feedback and respond to the CEO. Comments were received from all Councillors. This feedback was taken and discussed in detail at this workshop

The Management Team have been consulted at fortnightly Management Team Strategic Meetings for the past 2½ months. Individual Officers have provided regular updates to ensure that the initiatives are linked to the Corporate Plan 2019-2024, initiatives are achievable, and allocated for in the Annual Budget 2022-2023.

PROPOSAL

That Council resolves to adopt the Annual Operational Plan 2022-2023 as presented.

FINANCIAL/RESOURCE IMPLICATIONS

The Annual Operational Plan 2022-2023 is consistent with and will be funded from the Annual Budget 2022-2023.

RISK MANAGEMENT IMPLICATIONS

Failure to deliver against the Annual Operational Plan 2022-2023 presents a risk to the Council relating to the progression of the goals and objectives set out in the Corporate Plan 2019-2024. To mitigate this risk, each activity has been assigned to a lead area of the Council for accountability, and quarterly reporting is undertaken to monitor and manage progress.

To not adopt the draft Annual Operational Plan is a significant risk to Council, as without this plan, there is no direction from Councillors regarding the workplans and activities that staff are to undertake from 1 July 2022.

SUSTAINABILITY IMPLICATIONS

Economic: Specific activities in the Annual Operational Plan 2022-2023 directly contribute to Council's environmental commitments, in particular, those related to theme two – Fostering Sustainable Economic Growth

Environmental: Specific activities in the Annual Operational Plan 2022-2023 directly contribute to Council's environmental commitments, in particular, those related to theme three – Leading Environmental Stewardship

Social: Specific activities in the Annual Operational Plan 2022-2023 directly contribute to Council's environmental commitments, in particular, those related to theme one – Celebrating our Communities

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 1 - *We will conduct Council business in an open and transparent manner with strong oversight and open reporting.*

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

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.*

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:

Information Provider	Council provides the community with important information on services, events, policies, rules, strategies, and any other relevant data that helps the community to stay informed. In performing this role, Council seeks to be open and transparent.
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CONSULTATION

Internal:	Management Team and Councillors
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External:	Nil
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COMMUNITY ENGAGEMENT

Nil

ATTACHMENTS

1. 2022-2023 Operational Plan [5.1.1 - 10 pages]

Douglas Shire Council embraces the diversity of our communities and values the contribution that all people make to the Shire. We recognise that it is a core strength of the region. We acknowledge our past so that it may guide us into the future. We recognise the wrongs done to our Indigenous community and we actively seek to reconcile so that we may all benefit from and enjoy our Shire. We acknowledge early European settlers who forged an agricultural base for our economy, and we welcome all new arrivals as part of our broader 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					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
1.1.5	Ensure Library Services continue to develop literacy programs for young people, provide digital literacy, book clubs and school activity programs to improve reading and technology skills for young people	Libraries will continue to support early literacy and digital literacy through youth programs and collections	Libraries will continue to offer services and programs to the public supporting: Early literacy, digital literacy, community inclusion, information discernment, First 5 Forever programming, Tech Savvy Seniors, free PC and Wi-Fi, and an extensive physical and e-library collection	<ul style="list-style-type: none"> Number of programs offered Number and engagement of participants 	People and Community Services
1.1.7	Implement the community facilities revitalisation program	Design of Victor Creees Pavilion	Detailed Design	<ul style="list-style-type: none"> Design completed 	People and Community Services
1.1.7	Implement the community facilities revitalisation program	Mossman Shire Hall	Council will continue to seek funding for improvements of the Mossman Shire Hall	<ul style="list-style-type: none"> Grant submission made if funding opportunities arise 	Infrastructure
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
1.2.3	Develop open space principles and guidelines to ensure that landscapes and public spaces are developed and maintained with appropriate reference to the natural environment that underpins the liveability and beauty of our Shire	Development of a Public Spaces Maintenance Manual	The purpose of the plan is to clearly define the Open spaces asset hierarchy system, levels of service, inspection and maintenance frequencies and performance measures	<ul style="list-style-type: none"> Manual outlining Council's Open Space management practices 	Infrastructure
1.2.4	Consider an Adopt-a-Street and Adopt-a-Park program	Investigate the feasibility of an Adopt-a-Street and Adopt-a-Park program	Investigate the feasibility of an Adopt-a-Street and Adopt-a-Park program	<ul style="list-style-type: none"> Report to Council 	People and Community Services
Goal 3: We will develop programs that promote health, well-being, and safety in the community					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
1.3.7	Redevelop the Mossman recreation precinct including the Mossman pool facilities	Mossman Pool and Caravan Park 'reposition market'/revitalisation	Create separate entities for the pool and caravan park that celebrate their unique special features - as a top-rated community service and a tourism park of historical significance. To best reflect their individuality and highlight their specific target demographics, new signage and minor infrastructure will emote engaging messaging	<ul style="list-style-type: none"> Separate identities to appeal to the different user groups An aquatic centre for locals across the shire A quaint tourist park with historical significance as the location of the first non-indigenous settler in the region Increased visitation to both through better marketing 	People and Community Services

Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
1.4.3	Implement public art programs and develop place-making opportunities	Enhance Port Douglas Markets as a tourism and placemaking destination	Improve processes and market infrastructure and facilities. Improve community and tourism engagement through the website, and social media development	<ul style="list-style-type: none"> Enhance Port Douglas Markets as a tourism and placemaking destination 	People and Community Services
1.4.6	Partner with community groups to implement a cultural festival for the Shire that celebrates art and culture	Partner with Daintree residents to develop and initiate a Daintree Village Community Festival Explore partnerships with the Italian Festival	The Daintree Village Festival celebrates the food, music, wildlife, art, and culture of the residents of the Daintree region and recognises the significance of the world's oldest rainforest and its Traditional Owners the Kuku Yalanji people	<ul style="list-style-type: none"> Establish an annual community-driven event run by a local event committee, with limited council support Sufficient attendance figures, increasing annually Strong first nations people engagement Community satisfaction 	People and Community Services

Theme 2 - Fostering Sustainable Economic Growth

A robust economy is at the heart of a thriving community and enables investment in environmental protection. While our remoteness is a key attribute, it also presents challenges for attracting new business and investment. We must also meet the challenges of fierce competition in the tourism sector. Council will partner with industry to build, diversify and promote the Douglas economy. Council will design and deliver infrastructure, strategies and services that support the local economy and businesses.

Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
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	Continue to develop the Port Douglas Aquatic Precinct	Generate "shovel ready" documentation to enable State and Federal funding to be obtained.	<ul style="list-style-type: none"> Finalise the facility location Full suite of detailed documentation 	People and Community Services / Project Office
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	Continue to support and partner with the State for the development of the Wangetti Trail	Finalise infrastructure requirements, preferred route, and land tenure for the Mowbray North section.	<ul style="list-style-type: none"> Finalise requirements for Mowbray North 	Environment and Planning
2.1.4	Implement the new Daintree ferry contract and required infrastructure improvements as well as enhanced amenity and service	Infrastructure Improvements	Determine options for an enhanced service and commence design if necessary.	<ul style="list-style-type: none"> Selection of option(s) by Councillors Commencement of design activities (if required) 	Project Office
2.1.6	Deliver Light Up Macrossan Street and Front Street projects	Decorative Lighting Stage 2 - Macrossan Street	Continue decorative lighting installation within the trees along Macrossan Street from the Grant Street intersection through to Davidson Street, subject to Grant Funding Sourced	<ul style="list-style-type: none"> Funding Identified Funding Sourced Lighting infrastructure installed if grant funding secured 	Infrastructure
Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
2.2.1	Undertake actions to achieve Eco-Destination accreditation	Eco-Destination (implement Audit actions)	Continue to strengthen the ECO Destination level and address corrective actions from the 2021/22 audit	<ul style="list-style-type: none"> Maintain Eco Destination Accreditation 	Environment and Planning
2.2.2	Develop a short-term accommodation policy	Investigate a Short-Term Accommodation Policy	Monitor ongoing investigation findings of short-term accommodation	<ul style="list-style-type: none"> Report to Council 	Governance
2.2.5	Look for grant opportunities in Tourism and Events Queensland to improve tourism image and visitor numbers during quiet seasons	Enhancing Douglas Shire's Adventure tourism destination experience	Develop mountain biking and walking tours, including the Wangetti Trail, to build the adventure tourism capacity of the Douglas Shire and diversify tourism opportunities	<ul style="list-style-type: none"> Improved marketing of the Douglas Shire as an adventure tourism destination Increased business opportunities in adventure tourism 	People and Community Services
Goal 3: We will develop strategies that seek to diversify the Shire's economic base					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
2.3.1	Explore strategies to enhance opportunities as a filming location	Explore strategies to enhance opportunities as a filming location	Enhance capabilities to accommodate prominent filming projects in the region by advocating for services such as faster internet and streamlining the application process. Liaise with location managers, Screen Queensland, and other industry contacts to	<ul style="list-style-type: none"> Develop a plan and procedure outlining key initiatives and outcomes. 	Environment and Planning

Attachment 5.1.1			ensure the Douglas Shire is promoted as a location 30 of 41		
2.3.2	Support agricultural diversification	Agricultural Diversification options	Collaborate with the local agricultural sector to develop options and highlight opportunities for sustainable Agriculture Diversification	<ul style="list-style-type: none"> • To support and assist the local agricultural sector with sustainable diversification options 	People and Community Services

Theme 3 - Leading Environmental Stewardship

Our visitors and residents deeply value the unparalleled environment in which we live. We recognise our responsibility in protecting and preserving our natural world for generations to come. We understand the strong link between the environment and the economy: they are interdependent. Douglas Shire will be at the forefront of environmental protection by developing strategies, setting policies, and working with all stakeholders to become the envy of and to inspire locations across Australia and the World.

Goal 1: We will protect our sensitive environment and plan for the impact of climate change					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
3.1.1	Undertake actions recommended in the Resilient Coast Strategic Plan	Resilient Coast Implementation	Dunal and beach access improvements	<ul style="list-style-type: none"> Completion of Infrastructure 	Infrastructure
3.1.5	Develop and implement a Plastic Free Douglas strategy	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	<ul style="list-style-type: none"> Participation of event organisers, increase in recycling and reduction in waste 	Environment and Planning
3.1.5	Develop and implement a Plastic Free Douglas strategy	Plastic Free Places	Continue to participate in the Plastic Free Cairns and Douglas Program, managed by Boomerang Alliance and funded by the State Government	<ul style="list-style-type: none"> Continued advocacy for the Plastic Free Cairns and Douglas Program in assisting businesses to reduce or eliminate single-use plastic items from their supply chain 	Environment and Planning
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
3.2.2	Undertake remaining actions in the 2017-2020 Corporate Sustainability Strategy and update it for the next five years	Continue Reef Guardian Actions	Implement 5 actions under the Reef Guardian Council Program	<ul style="list-style-type: none"> Complete identified Reef Guardian actions 	Environment and Planning
3.2.3	Continue to develop renewable energy options for Council operations including a solar engineering study for Port Douglas Waste Water Treatment Plant	Identification of future projects and sites	Undertake a scoping project to identify suitable sites for future renewable projects.	<ul style="list-style-type: none"> Identification of sites for future funding 	Environment and Planning
3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy	Waste Reduction and Recycling Plan	Implementation of the Waste Reduction and Recycling Plan to reduce waste generation and increase resource recovery in Douglas.	<ul style="list-style-type: none"> Implementation of Waste Reduction and Recycling Plan 	Environment and Planning
3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy	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.	<ul style="list-style-type: none"> Adoption of Far North Queensland Regional Resource Recovery Plan 	Environment and Planning
3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy	Illegal dumping program	Continue the illegal dumping program through a combination of education, investigation, and enforcement.	<ul style="list-style-type: none"> Decrease in illegal dumping 	Environment and Planning
3.2.6	Investigate waste management options for waste streams in anticipation of the completion of the current Bedminster disposal contract in 2026.	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.	<ul style="list-style-type: none"> Adoption of Far North Queensland Regional Resource Recovery Plan 	Environment and Planning
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					

Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
3.3.1	Develop a Smart Water Network to enhance existing infrastructure, improve efficiency and reliability and reduce water loss	Implement Stage 2 of the Smart Water Meter Project	Continue the rollout of smart water meters to move beyond Port Douglas to include Mossman and the surrounding areas – forms part of the Douglas Shire water security strategy	<ul style="list-style-type: none"> Implemented and quantifiable water security data readily available 	Water and Wastewater
3.3.3	Continue to implement water intake resilience planning and upgrades to improve water security and quality for the community	Alternate water intake	Continuation of permit application processes for alternate water intake for Mossman/Port Douglas water scheme - forms part of the Douglas Shire water security strategy	<ul style="list-style-type: none"> Initiate water license application process Initiate environmental and stakeholder approvals process Modify detailed design prior to construction, if required 	Water and Wastewater
3.3.4	Continue to provide high-quality water to the residents of Douglas Shire in line with the Drinking Water Quality Management Plan and regulatory requirements whilst implementing innovative solutions for process improvements	Water treatment process upgrades	Begin ultrafiltration membrane replacement program	<ul style="list-style-type: none"> Complete design and installation of the first phase of the membrane replacement program Further two phases to follow in subsequent years 	Water and Wastewater

Goal 4: We will partner with the community to educate and monitor.

Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
3.4.1	Implement a recycling and waste education campaign to increase recycling rates, reduce contamination and reduce waste to landfill	Waste Education	Development and implementation of the Council's Waste Education Plan for schools, businesses and community groups Continuation of education program	<ul style="list-style-type: none"> Adoption and implementation of Waste Education Plan 	Environment and Planning
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	Water Education	Continuation / development of the water education program and resources to support messaging for the Douglas Shire water security strategy	<ul style="list-style-type: none"> Development of resources including the development of an Education Corner on the council's website for all education materials 	Water and Wastewater
3.4.4	Conduct education and enforcement programs to protect our beachfront vegetation	Recreational Fishing Trail	Creation of recreational Fishing Trail	<ul style="list-style-type: none"> Completion of Trail and promotion 	Environment and Planning
3.4.5	Conduct education and enforcement programs relating to water quality entering waterways and the GBR lagoon including sediment from the urban environment	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	<ul style="list-style-type: none"> Reduction in the reporting/investigation of sediment and erosion issues from development/home sites 	Environment and Planning

Goal 5 - We will recognise the contribution that Traditional Owners make to the protection of the environment

Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
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Theme 4 - Inclusive Engagement, Planning and Partnerships

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In delivering for our communities, economy and environment, Douglas Shire will ensure open and transparent engagement and communication. We will develop robust strategic plans and we will partner with our community and key stakeholders.

Goal 1: We will implement transparent decision-making through inclusive community engagement and communication					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
	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					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
4.2.4	Enhance existing Planning Scheme to promote investment while protecting the environment	Planning Scheme Amendments	Finalisation and implementation of amendments to the Scheme	<ul style="list-style-type: none"> Gazettal of amendments 	Environment and Planning
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
4.3.1	Partner with AusIndustry, Regional Development Australia, Australian and State Government departments to showcase the region and promote start-ups in the Shire	Indigenous Business Program	Develop a program of initiatives to support new and existing Indigenous businesses by building knowledge, capacity, resilience, and marketing skills	<ul style="list-style-type: none"> Improved skills and profile of local Indigenous businesses Stronger links between the Indigenous Community and the economy 	People and Community Services
N/A	N/A	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	<ul style="list-style-type: none"> Report to Council 	People and Community Services

Theme 5 - Robust Governance and Efficient Service Delivery

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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 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
5.1.1	Develop a Project Decision Framework Policy	Project Decision Framework Implementation	Adopt and Implement a Project Decision Framework that will guide Council in making asset and investment decisions using industry best practice	<ul style="list-style-type: none"> Adopt and Implement 	Project Office
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					
Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
5.2.1	Survey community expectations	Survey Community Expectations	Develop actions from the findings of the Community Survey	<ul style="list-style-type: none"> Develop Actions from the findings 	Office of the CEO
5.2.2	Develop and implement a Customer Experience strategy	Develop a forward plan to address the Internal Audit recommendations from the Customer Request Management System Audit	Council seeks to move toward a customer-centric service ethos. An internal audit was conducted around the Customer Request Management system and suggested many areas for improvement	<ul style="list-style-type: none"> Forward Plan completed for CRM improvements leading to improved community satisfaction 	Finance Governance
5.2.3	Implement a continuous improvement program	Develop online planning application service/Planning Register and Process Improvements/ implement compliance checklist tool Actus/Implement Compliance Register	Develop an online application service where documents and payments can be lodged online. Improve processes including merging of planning application registers to improve efficiency for officers to comply with legislated timelines and provide better customer service. Incorporate Contributions Register to newly merged register. Develop and implement an online application process. Implement Actus (remote access to Authority CRMs, inspection checklists). Develop and implement a compliance register with processes to ensure compliance issues are recorded accurately	<ul style="list-style-type: none"> Planning registers merged and the development contributions register finalised Online application system developed and implemented Compliance register developed and implemented Actus implemented and a training program developed and provided 	Environment and Planning
5.2.3	Implement a continuous improvement program	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	<ul style="list-style-type: none"> An operational and automated system and process for the community and local businesses to have the ability to see open space and venue availability and the ability to pay online 	Environment and Planning
5.2.3	Implement a continuous improvement program	Digitise plumbing plans and food licence documents	System improvement to ensure records are digitised to allow electronic searches	<ul style="list-style-type: none"> Documents are scanned and profiled for access by officers and available for search requests 	Environment and Planning
5.2.3	Implement a continuous improvement program	Local Laws Review/Amendments	Finalisation and implementation of amendments to the Local Laws	<ul style="list-style-type: none"> Gazettal of amendments 	Environment and Planning
5.2.4	Develop an organisational culture strategy	Develop an organisational culture strategy	This strategy will look at workplace planning, organisational culture, annual PR Review, human resources strategies and policies	<ul style="list-style-type: none"> Completion of Strategy Implementation of actions Engage Staff 	People and Community Services

Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
5.3.1	Prepare Asset Management Plans for all Council assets	Continue implementation of the Asset Management System	Asset Management System to be implemented and the Asset Management Plans to be aligned with long term financial plan and 10 Year capital works program	<ul style="list-style-type: none"> Implementation of the Asset Management System for the Water and Building and Community Facilities Assets completed 	Finance
5.3.2	Deliver yearly budgets that minimise rates rises while balancing the need for service deliver	General Rates Model Review stage 3	Continue review of Douglas Shire General Rates model	<ul style="list-style-type: none"> General Rates Model that is fair and equitable 	Finance

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

Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Target	Department
5.4.1	Install new infrastructure throughout the Shire to allow for increased intelligence on rainfall and transport impacts to improve preparation, response and resilience for Council's Incident Management Team and the Douglas communities	Strengthen the Shire's flood planning and response capability	Commissioning and addition of new automatic rainfall gauges and river level gauges to the Bureau of Meteorology network. Development of a procedural manual for monitoring and maintenance of the gauge and camera network	<ul style="list-style-type: none"> Installation, commissioning, and linkage of infrastructure to the Bureau of Meteorology Completion of manual 	Environment and Planning
5.4.1	Install new infrastructure throughout the Shire to allow for increased intelligence on rainfall and transport impacts to improve preparation, response and resilience for Council's Incident Management Team and the Douglas communities	Enhance disaster management capacity	Pursue funding opportunities for a Local Disaster Coordination Centre and Training facility	<ul style="list-style-type: none"> Funding Identified Funding applied for 	Environment and Planning
5.4.1	Install new infrastructure throughout the Shire to allow for increased intelligence on rainfall and transport impacts to improve preparation, response and resilience for Council's Incident Management Team and the Douglas communities	Enhance disaster management capacity	Implement new infrastructure and predictive flood modelling into disaster response processes	<ul style="list-style-type: none"> Installation of rainfall gauges Integration of flood prediction software into Guardian 	Environment and Planning
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	Support Inclusive and Resilient Communities	Development of a resilience strategy for the Douglas Shire Communities	<ul style="list-style-type: none"> Completion of Strategy Commence implementation of actions 	Environment and Planning