

## **5.13. OPERATIONAL PLAN PROGRESS REPORT FOR PERIOD JANUARY TO MARCH 2021**

**REPORT AUTHOR** Mark Stoermer, Chief Executive Officer

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

### **RECOMMENDATION**

**That Council notes the progress of the implementation of the Operational Plan 2020-2021.**

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### **EXECUTIVE SUMMARY**

This report and the attachment details the progress for the third quarter of this financial year in implementing Council's Operational Plan 2020-2021. 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 2020-2021 was adopted on 30 June 2020 in conjunction with the Annual Budget 2020-2021. 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 2020-2021 for the third quarter of this financial year.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The activities detailed within the Operational Plan 2020-2021 are factored into Council's annual budget.

### **RISK MANAGEMENT IMPLICATIONS**

Progress on the Operational Plan 2020-2021 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 period January to March 2021 [5.13.1 - 17 pages]

# DOUGLAS SHIRE COUNCIL OPERATIONAL PLAN PROGRESS REPORT

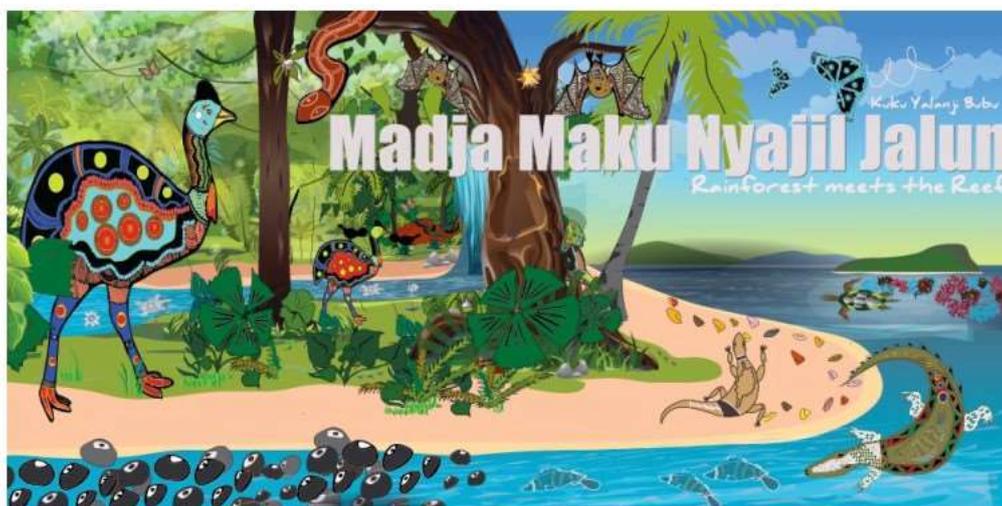
2020 - 2021

January - March 2021

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 2020/2021 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**

2020 - 2021

January - March 2021

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	In progress		Cancelled/no longer applicable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



	Initiative	Success Measure	Description	Status	Updates
<b>Theme 1: Celebrating Our Community</b>					
Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.					
1	Reconciliation Action Plan	Report Completed	In partnership with Reconciliation Australia and the community, implement a Reconciliation Action Plan (RAP) that provides a way for Council to enhance relationships and creates opportunities, recognising the importance of all Aboriginal and Torres Strait Islander peoples in the Shire.	In progress	Reconciliation Action Plan (RAP) drafted and forming RAP committee to review plan. Indigenous Liaison Officer undertaking next round of consultation following RAP committee review.
2	Indigenous Liaison Officer	Position Description Developed	Develop position description for Indigenous Liaison Officer. In addition to community initiatives, work within Council to identify employment opportunities for Indigenous people.	Completed	Action has been completed. No update at this time.
3	Contemporary housing solutions for retirement market	Business Case Completed	Explore opportunities for further development of retirement solutions for the whole Shire including the potential for the sale of Council land and the opportunity for revenue.	Not yet commenced	Not yet commenced, project due to commence in Quarter 4. Initiative will complement the Population enhancement theme in the new Economic Development Strategy.
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.					
1	Mossman Pool	Shovel Ready	Undertake a feasibility study and detailed design to redevelop the Mossman Pool and Caravan Park. Get "shovel ready" to be a contemporary pool and leisure park so that funding opportunities can be sought.	In progress	Reviewed existing masterplan and concept by Project Control Group in December. Seeking consultant to update masterplan and concept in Quarter 4.
2	Port Douglas Pool	Business Case	Investigate and develop proposal for Council to consider a swimming pool in Port Douglas. Finalise development of a business case and detailed design.	In progress	Project Control Group formed to investigate locations and inclusions. Stakeholder consultations underway.
3	Port Douglas Zero Depth Water Park	Business Case	Investigate and develop proposal for Council to consider a zero depth water park in Port Douglas. Finalise development of a business case and detailed design.	In progress	Project Control Group formed to investigate locations and inclusions. Stakeholder consultations underway.
4	Bally Hooley Train	Business Case and council decision	Consider acquiring the Bally Hooley Train via philanthropy of owner. Complete due diligence and bring business case to Council for consideration.	Completed	Action has been completed. No update at this time.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 1: Celebrating Our Community</b>					
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.					
5	Short Term Accommodation	Council Policy	Advocate to the State in relation to regulations that manage the challenges of short-term accommodation within residential neighbourhoods.	In progress	Staff continue to discuss the issue at a Regional level. There have been very few complaints in relation to short term accomodation in the current financial year. Noosa Council have proposed a new local law to control issues in their council area. The local law and public interest test plan will be on public notification from Friday 9 April to Friday 14 May 2021. Council officers will monitor the progress of the proposed local law.
6	Shire Beautification	Scheduled actions delivered	Continue capital works program in open space and landscaping to beautify the Shire.	In progress	The Open Spaces team are continuing to implement capital renewal / upgrades of infrastructure. Works include shelters, fences, playgrounds, seating and landscaping across the shire. Works on schedule to be completed 4th quarter.
Goal 3: We will develop programs that promote health, well-being and safety in the community.					
1	Sports and Recreation Strategy	Scheduled actions delivered	Undertake actions of the Sports Master Plan that will focus on improved facilities for shared use. Commence the implementation of the Sport, Recreation and Active Strategy for the Shire that articulates a set of themes and priority outcomes that will underpin initiatives, infrastructure and programs.	In progress	Draft Strategy in development.
2	Bike paths	Scheduled actions delivered	Undertake an audit of major bike routes, including a gap analysis of missing links. Proposed augmentations to be incorporated into 10-year capital works plan to complement the Principal Network Strategy.	Completed	Principal Cycle Strategy shared path network has been reviewed and missing links prioritised. It was workshopped with Councillors on 6 April 2021. Councils priority list of current and future projects to be added to Council Webpage for public information.
3	Adventure Tourism	Scheduled actions delivered	Map existing hiking and mountain bike tracks and publish on Council's website and in a pocket publication. Investigate missing links and advocate for infrastructure investment.	In progress	Investigation and consultation with stakeholder groups underway.
4	Birthing Facility Mossman Health Centre	Reporting to Council	Investigate need and advocate for a birthing facility to return to the Mossman Health Centre. Explore opportunities of private birthing suites in the Shire.	In progress	Consultations with community and health organisations underway.

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<b>Theme 1: Celebrating Our Community</b>					
Goal 4: We will promote arts and cultural programs and events that bring vibrancy to the community and compliment the tourist experience.					
1	Public art	Reporting & Advocate	Investigate opportunities to enhance Council's Public Art portfolio, including implementation of art installations and projects to beautify Shire's parks and open spaces. Advocates for funding opportunities for new permanent and ephemeral installations.	In progress	Expressions of interest sought and received. Presented to Council for discussion. Commissioning of artist in process.
2	Events strategy	Scheduled actions delivered	Review Council's Event Strategy and implement actions that attract and encourage additional events to the Shire. Identify opportunities for new events either Council or Community run.	In progress	Draft Strategy released for comment. Review underway by TPDD and consultant.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 2: Fostering Sustainable Economic Growth</b>					
Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
1	Wangetti Trail	Completion of Stage 1	Continue to partner with State to complete Phase 1 construction and implement Phase 2.	In progress	Council officers are continuing to work with the State Government on the delivery of stages 1, 2 and 3 of the project. Wagners CFT and Enviroedge have completed a proposed alignment and design for the trail from Palm Cove to Wangetti. A Development Application for this section was submitted to Council in March 2021 and is currently being assessed. Construction is expected to start before the end of the financial year subject to environmental approvals and Native Title matters.
2	Inter-urban Transport Solution	Consultation and report to Council	Conduct community survey to identify transport needs and undertake a review of current and emerging environmentally friendly transport solutions.	In progress	Investigation of existing transport options completed. Electric Vehicle options researched and infrastructure required to support these vehicles investigated. Community Survey to be undertaken in Q4.
3	Grant Street Dining Precinct	Consultation and report to Council	<p>Conduct thorough public consultation to understand the desire of a dining precinct along Grant Street. Information presented to the public during the consultation period would include such things as: costs, timeline, different options and traffic alternatives / parking alternatives (as referred to in Initiative 2.1.7).</p> <p>If positively embraced by the community then develop a concept plan (by Council resolution) and finalise the detailed design in preparation for construction for a future year.</p>	In progress	Initial consultation has been completed with businesses along Grant Street seeking feedback on the possible closure of Grant Street and conversion to a dedicated outdoor dining precinct. A mixed response was received however majority were generally supportive. The findings were presented to a Councillor Workshop on the 15 December 2020. There would be a number of factors that need to be considered and discussed further with the community prior to the development of a concept. There are also some Engineering constraints that would need to be resolved, including drainage. In further discussion with Councillors a key issue is stormwater management on the footpath. This is considered the highest priority matter that needs to be addressed. Officers are currently in the process of considering engineering options to resolve the issue. An option will be presented to Council in Q4 for consideration for future budgets.
4	Mossman Botanical Gardens	Report to Council	Advocate for the Mossman Botanical Gardens and assist the Board in long-term planning and advocacy for grant funding.	In progress	Staff continue to work with the new Board and CEO.
5	Council Owned Land Use Strategy	Report to Council	Develop a stocktake of Council's surplus land and determine strategy for future use.	Completed	Action has been completed. No update at this time.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 2: Fostering Sustainable Economic Growth</b>					
Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
6	Daintree Ferry	Report to Council	Assess alternatives for the Daintree Ferry including a bridge option. Consult with the community on options.	Completed	Action has been completed. No update at this time.
7	Parking Solutions	Report to Council	Undertake parking study to determine usage, turn-over and supply/demand in Port Douglas and Mossman and bring report to Council.	In progress	Mossman and Port Douglas Parking Survey completed. Report to Council in May 2021.
Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment.					
1	Review TPDD Model	Report to Council	Review the governance and funding model of TPDD. Refocus the key performance indicators of the organisation and build stronger ties with TTNQ.	Completed	Action has been completed. No update at this time.
2	Support the Chamber of Commerce	Report to Council	Work with the Douglas Chamber of Commerce to increase funding and programs that support small business and generate new business opportunities.	Completed	Action has been completed. No update at this time.
3	Do It In Douglas Campaign	Report to Council	Continue to promote the Do It In Douglas campaign that supports the community to enhance local business buying and improve community well-being.	Completed	Action has been completed. No update at this time.
4	Eco-accreditation	Scheduled actions delivered	Undertake actions in the Eco-Destination Accreditation program to complete 90 of the 100 actions. Council continues the tourism destination with a focus on ecotourism and meets 90% of the international GSTC-recognised Green Destinations standard.	Completed	Action has been completed. No update at this time.
Goal 3: We will develop strategies that seek to diversify the Shire's economic base.					
1	Economic Strategy	Scheduled actions delivered	Complete strategy work and begin to implement recommendations. Update Council's Economic Development Strategy from the 2020 Economic Strategic Review Committee. Review Plan and implement a communications plan and community consultation to finalise Economic Development Strategy.	In progress	Draft Strategy consultation complete. Final reviews underway before presentation to Council.
2	Mossman Streetscape Improvement Program	Report to Council	Develop a Mossman streetscape improvement plan in consultation with businesses and residents.	In progress	Initial consultation completed with business owners and land owners within Front Street. A number of ideas were received and findings were presented to the Councillor Workshop on the 15 December 2020 and 9 March 2021. Construction of irrigation infrastructure and landscaping to occur following budget confirmation.

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2020 - 2021

January - March 2021

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 2: Fostering Sustainable Economic Growth</b>					
Goal 3: We will develop strategies that seek to diversify the Shire’s economic base.					
3	Bio-precinct	Report to Council	Work with Far Northern Milling to assist in the establishment of the Bio-precinct within Mossman.	<b>Completed</b>	Tourism and Economic Development Officers engaged with Far Northern Mill representatives and assisting with advocating to establish precinct. Work will be ongoing.
4	Council Brand	Report to Council	Through community participation, update the Council brand to reflect the tropical indigenous environmental lifestyle of the Shire.	<b>Cancelled</b>	Cancelled in 2020/21, instead will seek feedback from community on themes that will support development of a branding project in 2021/22.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 1: We will protect our sensitive environment and plan for the impact of climate change.					
1	Micro-grid	Advocate	Advocate for environmentally friendly energy solutions for North of the Daintree River.	Completed	Action has been completed. No update at this time.
2	Living Reef Coral Bank	Report to Council	Work in partnership with GBR Legacy to progress the development of the World's Largest Living Coral Biobank.	In progress	Council officers are continuing to work with GBR Legacy on developing the Coral Biobank. Staff have continued to liaise with the State Government on securing the proposed site for the Coral Biobank and this remains a work in progress.
3	Illegal Dumping Strategy	Report to Council	Commence a program to clean-up nominated illegal dumping hotspots, carry out surveillance, monitoring, education, enforcement and reporting on illegal dumping in the Shire. Look at methods for reducing illegal dumping including education.	In progress	Council released a video through the Website and on social media on Illegal dumping, focusing on "If you see it report it". The video and media release was also shown on local TV and featured in the Cairns Post and other local news outlets. Several dumpsites have been identified including one near Daintree Village which resulted in nearly a tonne of rubbish being collected. Other smaller dump sites have also been cleared and new warning signage put in place. Council is pursuing enforcement to each CRM lodged. Monthly reporting to Department of Environment and Science continues.
4	Sustainable Fishing Practices	Report to Council	Explore opportunities for increasing net free fishing zones in the Shire and the development of a Recreational Fishing Strategy.	In progress	Council held a community workshop to discuss sustainable fishing practice, future needs and development of Recreational Fishing Strategy. A Recreational Fishing Strategy is being developed with assistance from a consultant. Council was successful in applying for funding to create educational material to promote sustainable fishing practices.
5	River Improvement Trust Fund	Report to Council	Undertake a review of alternative funding and governance models and conduct targeted stakeholder engagement to understand the challenges and opportunities.	In progress	Review of alternative models commenced. Terrain NRM have provided information and statistics of projects completed in Douglas during 2020 to the value of 7.3M. A total of 6 workshops were undertaken in 2020 targeting key stakeholders. Consultation with the sugar sector to occur in April.

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2020 - 2021

January - March 2021

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 In progress

 Off-track, plan in place

 Off-track, no plan in place

 Cancelled/no longer applicable

 Completed


	Initiative	Success Measure	Description	Status	Updates
<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
1	Lot 83 Cape Tribulation Road	Report to Council	Following community consultation on Council's desired position for managing its carbon footprint and outcomes from the Daintree Ferry, consider options for the land including revenue generating activities and potential sale to interested parties.	Completed	Action has been completed. No update at this time.
2	Closure of Killaloe Landfill	Scheduled actions delivered	Finalise design and closure strategy for the permanent capping and closure of Killaloe Landfill in 22/23.	In progress	Interim 2019/20 wet season closure implemented and all landfill waste sorted and transported off site for disposal between December 2020 and present. Waste model updated by RPEQ engineer. A surveyor will now peg out final survey levels for the closure profile. The landfill will reopen at the end of April 2021 for the 7 month period to December 2021 when the landfill will close for final capping.
3	Final Closure of Sanitary Depot and Post Closure Plan	Scheduled actions delivered	Obtain final approval for completion of closure works and removal of the Sanitary Depot from Environmental Authority by Department of Environment and Science.	In progress	Site filling completed and new monitoring bore established. Tree planting as part of the Phytoremediation component of the Rehabilitation Plan to commence in April 2021. Sap meter monitoring of trees on the site has continued through the Wet season and Griffith University will prepare a report on the findings in the next quarter. Sap flow meter data gathered to date has been used in determining the selection of tree species for planting at the site as part of the Rehabilitation Plan. Draft Rehabilitation Plan completed and ready for submission to the DES in April 2021.
4	Reef Guardian actions	Scheduled actions delivered	Undertake 5 actions under Reef Guardian Council Program.	In progress	After adopting Single-Use Plastic Free Policy and finalising Corporate emissions profile/reporting, 3 actions remain. Remaining actions include 1) Public education program for water conservation and catchment awareness, 2) Development of a Recreational Fishing Strategy and 3) Completion of Reconciliation Action Plan. All remaining actions are underway.
5	Council / Community Carbon Position	Report to Council	Conduct comprehensive community sessions on the Shire's desired position for managing Council's carbon footprint.	In progress	Council's corporate carbon footprint audit was completed for financial year 2018-2019. Results are reported on <a href="https://environment.douglas.qld.gov.au/">https://environment.douglas.qld.gov.au/</a> website. Public consultation on the desired position for managing Council's carbon footprint is planned for May/June 2021.

**Operational Plan**

2020 - 2021

January - March 2021

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					
1	Drumsara Intake	Scheduled actions delivered	Progress the intake as a matter of urgency.	In progress	Environmental Contractor currently engaging stakeholders to obtain permits.
2	Reservoir	Report to Council	Develop options for long-term water storage capacity of at least one billion litres.	In progress	Contract awarded to environmental engineering consultant. Conducting options analysis, feasibility study and cost report.
Goal 4: We will partner with the community to educate and monitor.					
1	Implement a water sustainability education program	Report to Council	Implement an education campaign targeting schools and residential properties within the Shire to raise awareness of water security, how it is produced, impacts on the reef and how to live a more water efficient life.	In progress	Educational videos completed, presented to Councillors and will be used for educational programs. Graphic design is currently being developed for the community educational campaign.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 4: Inclusive Engagement, Planning and Partnerships</b>					
Goal 1: We will implement transparent decision making through inclusive community engagement and communication.					
1	Review Community Engagement	Report to Council	Review the community engagement model. Review Council's Engagement Framework in alignment with International Association for Public Participation (IAP2) that enhances community and stakeholder engagement utilising IAP2 Spectrum of – Inform, Consult, Involve, Collaborate and Empower	Completed	Workshops delivered to Councillors, Infrastructure and Open Spaces team.
Goal 2: We will develop forward looking strategies for the future of our communities and we will ensure balanced and appropriate planning decisions.					
1	Planning Scheme	Report to Council	Engage with key stakeholders including building certifiers, planning consultants and surveyors on identifying areas for improvement within the current Planning Scheme.	In Progress	The stakeholder engagement was initiated at the end of March with the development of a survey that was sent to targeted industry stakeholders for a response including planning consultants, building certifiers, surveyors and building designers and architects who have a history of working with Douglas Shire. Targeted industry stakeholders were contacted prior to the engagement survey being sent out. The survey period was two weeks, however, this has been extended until 23 April to allow for stakeholders to complete the survey as a number of the consultants have taken leave during the Easter School holidays.
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.					
1	Heritage Strategy	Scheduled actions delivered	Commence development of a local focus Heritage Strategy (natural, built form and indigenous) for the Shire including working with the Douglas Shire Historical Association on the Heritage Register to correct the site locations and annotations on the 2018 Planning Scheme in relation to Places of Significance, including a gap analysis.	In progress	Engagement draft brief responded to by preferred supplier experienced in developing Heritage Strategies with engagement to commence in April.

**Operational Plan**

2020 - 2021

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 5: Robust Governance and Efficient Service Delivery</b>					
Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.					
1	Council Meeting Model	Scheduled actions delivered	Introduce new meetings procedures to increase transparency.	In progress	Model Meeting procedures have been revised by the DLGRMA. Council now must adopt the model meeting procedures or prepare and adopt other procedures. This to be workshopped in May with Councillors.
2	Council Reporting	Scheduled actions delivered	Review Council's reporting to the community. Update key performance indicators.	In progress	Closed Session templates have been updated and implemented. Tender Reports are presented to Council in the Open session. Updated template implemented and in use.
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	Customer Satisfaction Survey	Report to Council	Conduct customer satisfaction survey and develop actions from the findings.	In progress	A consultant has been engaged and the survey will be conducted in April 2021. The survey will be similar to that conducted in recent years to enable comparison of prior data and that of other Councils. It is also anticipated that additional questions will be added pertaining to Douglas Shire Council branding and logo.
Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.					
1	General Rates Model Review	Report to Council	Complete review of Douglas Shire General Rates Model.	Completed	The rates modelling workshops were all completed and the Rates Modelling Review Proposal report by Mead Perry was adopted by Council on 28 February 2021.
2	Development Contributions Register	Register Developed	Develop an Register to record Development Contributions	In progress	An excel spread sheet with development contributions data has been developed. When ICT are in a position to assist with the merging of Planning Applications registers, the new data can be entered and published on our website. Processes are being developed to ensure all contributions past and future will be recorded.
3	Infrastructure Charges	Scheduled actions delivered	Develop and implement a new Infrastructure Charges Resolution and Infrastructure charges notices.	Completed	Policy adopted at Council meeting.

**Operational Plan**

2020 - 2021

January - March 2021

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



	Initiative	Success Measure	Description	Status	Updates
<b>Theme 5: Robust Governance and Efficient Service Delivery</b>					
Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.					
4	Leases	Scheduled actions delivered	Implement a Council Lease Framework that supports community and commercial leases and shared facilities. Transitions to lease arrangements for all groups in Community Owned facilities to maximise the community benefits arising from the use while ensuring responsible management of community assets, and accountability.	In progress	Leasing policy for leased properties and shared facilities drafted to enhance use and community outcomes. Policy and new templates will be workshopped with Councillors in Quarter 4.
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	Community disaster awareness	Report to Council	Deliver and implement community disaster awareness and resilience education. Continue to seek existing and alternative funding to stimulate community cohesion and strengthen resilience.	In progress	Education campaigns includes: awareness raising with community groups, Tafe QLD Events and Volunteers Programme, Grant Writing Workshops. The following projects have been launched: QRA Get Ready QLD and 2018/2019 Monsoon Trough Photo Exhibition in the Mossman Admin foyer, the Douglas Disaster Information Facebook page, new Digital Disaster Noticeboards at eight locations in the shire (including Daintree Village, Diwan Health Clinic and Cape Tribulation) and activating the opt-in subscription feature on the Dashboard.
2	Flood Resilience Coordination	Report to Council	Continue to implement community flood warning infrastructure (software and hardware) to increase disaster information and awareness.	In progress	A few technical issues are being monitored and prioritised for repair across the flood camera and road system. Feasible site at Diwan for rain gauge with automated road signs (Daintree Ferry and Cape Tribulation Road) has been finalised. Council's PM Office is managing the administration and implementation of the QRA Flood Warning Infrastructure Network Project (FWINP) which includes four (4) rain gauges and one (1) river level gauge. Flood mapping for the Shire for use internally has also been completed and has been implemented in January.

**Operational Plan**

2020 - 2021

January - March 2021

- 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
<b>Theme 5: Robust Governance and Efficient Service Delivery</b>					
Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events. Through our leadership and capabilities we will plan, prepare, respond and recover from events so as to minimise the impact on people, property, the environment, and our economic stability.					
3	Disaster Planning and Risk Mitigation	Report to Council	Review the Local Disaster Management Plan and key Sub-Plans to streamline to user-friendly checklists and undertake a community-based risk assessment for natural hazards in the Shire. Build on Council's Response capacity through identified training of the Incident Management Team members particularly in relation to Covid-19.	In progress	LDMP has been updated and uploaded on website. A Severe Weather Preparedness Level with triggers levels was compiled with and for Council's Infrastructure Team. The Pandemic Workplace Plan has been developed and is updated in line with Federal and State guidelines. Various systems were checked as part of the District Disaster Exercise including Emergency Alerts and the Guardian Incident Management System. The Incident Management Team and Cyclone Shelter Management Team were appointed for the coming 2020/21 Wet Season and appropriate training has been rolled-out continuously including the facilitation of Exercise Zulu (disaster simulation) on 14 January 2021.