

5.4. OPERATIONAL PLAN 2015 - 2016 FOR THE PERIOD JULY TO SEPTEMBER 2015

REPORT AUTHOR: Darryl Crees, General Manager Corporate Services
DEPARTMENT: Corporate Services

RECOMMENDATION

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

EXECUTIVE SUMMARY

This report and the attachment details the progress for the first 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 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 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 2015 - 2016 for the first 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:

Fully-Responsible Delivering a program or activity for another organisation (usually another level of government).

Regulator 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 - First Quarter Progress Report on Operational Plan 2015 -2016.

ATTACHMENT A

Operational Plan

July 2015 – June 2016

**Administration Centre
64-66 Front Street**

**PO Box 723
MOSSMAN QLD 4873
AUSTRALIA**

+ 61 7 4099 9444 (P) & +61 7 4098 2902 (F)
www.douglas.qld.gov.au

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 success 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		<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.	<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 type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Indigenous working group established to undertake Management Plan reviews. Early discussion with Jabalbina and WTMA.	<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		<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 31/10/15	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 continues to meet weekly. 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. The various elements will be installed over the coming months.	<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	Officer appointed to undertake pictorial identification and recording of places of refuge.	<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.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Planning for the business forum has commenced with the speakers and format of the forum identified. Date 12 November 2015. Regular meetings are held with the CEO and Mayor regarding the planning of the event.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

CEO UNIT

Ongoing Activities

The Executive Officer will be responsible for the following:

- Leading and supervising the CEO Unit ensuring initiatives are complete in a timely and efficient manner
- Developing strategy planning and policy frameworks and overseeing the development of strategies and policies
- Active participation by staff in the development of opportunities for all sectors of the community.

Major CEO Unit Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
CEO1	2.2.1 5.2.2	Develop and implement an Economic Development Strategy.	01/09/15 to 30/06/16	Research and Identify suitable framework for Council's Economic Development Strategy and engage a quality consultant to assist with the development. Completed Economic Development Strategy adopted by Council.	Consultancy Services	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Preliminary investigations have commenced.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO2	2.3.3	Investigate best practice Recreational Vehicle (RV) Strategy models that may be applicable for Douglas Shire.	01/10/15 to 31/05/16	Identify three (3) best practice RV Strategy models for consideration by Council and for community engagement.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Initial investigations have commenced with a range of options identified. RV strategies are an area of interest for a number of LGAs in the region due to the economic benefits that can be drawn from being RV friendly.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO3	1.1.4 1.3.3 1.3.4 3.1.2	Develop and implement an Arts Policy and Strategy.	01/10/15 to 31/05/16	Identify and engage a suitably quality consultant to assist with development of a policy and strategy. Adopt by Council upon completion.	Consultancy Services	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Preliminary investigations have commenced.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO4	4.2.1	Investigate the strategic planning framework for the development of a Douglas Community Plan	01/01/16 to 30/06/16	Commence investigation and advise Councillor's of proposed framework for developing Community Plan.	Consultancy Services	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input type="checkbox"/> Yes <input type="checkbox"/> No
CEO5	2.1.4	Investigate options for an "App" which will enhance our customer's digital interaction Council.	01/09/15 to 30/04/16	Identify an "App" that provides alternatives medium for customer interaction with Council and a report presented to Council to consider options and if applicable, budget allocation for the 2016/17 financial year.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Internal consultation regarding the requirements of an 'App' have commenced. Discussions with LGAQ have also commenced regarding what 'App' may already be in place that is suitable.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO6	3.1.4 3.1.5 4.1.1 4.2.2	Develop and implement an Illegal Dumping Strategy	01/07/15 to 29/02/16	Present a report to Council for adoption of an Illegal Dumping Strategy which incorporates a cross-Council response to the delivery of public education, compliance and waste management.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Initial discussions have been held within Council regarding cross departmental collaboration.	<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	Due to the complexity of the contract requirements this will now be done in two stages. An interim operator has been appointed following a request for quote process and commenced on 1 September. A long term operator will be appointed via a tender process in early 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 are underway to determine possible influence of groundwater on leachate production. This will influence the viability of potential different leachate management systems.	<input checked="" type="checkbox"/> Yes <input 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	Investigation into potential systems underway.	<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	Draft underway. Target for adoption is the end of the year.	<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 should be received shortly.	<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 being 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.	<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 is undergoing a State interest check. Possible timing issue with the caretaker period for the local government elections.	<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 being implemented 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	Public engagement strategy being developed.	<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	An initial condition report has been obtained and upgrade works have commenced.	<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.	<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	Design completed. Hydrologist has been engaged to determine how infiltration volumes are occurring in the landfill prior to undertaking further works on the project.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

WATER AND WASTEWATER

Ongoing Activities

The Water and Wastewater Branch will be responsible for the following:

- Managing the Water and Wastewater income and expenditure within approved budget and in accordance with Council strategies and plans.
- Meeting wastewater compliance with statutory requirements and licence conditions.
- Supplying drinking water and recycled water that meets customer quality requirements and agreed service standards in accordance with approved Drinking Water Quality Management Plan (DWQMP).
- Managing and developing Trade Waste and Plumping Applications in the Shire.
- Managing Council contracts and where required, negotiate 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 of systems, procedures and workplace environment to ensure equipment, plant and machinery is safe to operate and work processes comply with workplace health and safety legislation and standards.

Major Water and Wastewater Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
WW1	2.1.2	Rehabilitation of sewer network in Mossman & Port Douglas	01/07/15 to 30/06/16	Reduction of groundwater and soil material infiltration into the sewer network and prevention of sewer failures and to improve compliance in terms of discharge volumes.	Relining Contractors	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Preliminary investigations completed and documents are currently prepared to finalise the procurement process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
WW2	2.1.2	Wastewater and Water Treatment Plants Server SCADA Citec upgrade and Programmable Logic Controller (PLC) SCADA Citec upgrade	01/08/15 to 30/06/16	Existing version of SCADA Citec is no longer supported. Is causing reliability issues with impacts on Compliance with EHP Licence and DWQMP.	SCADA Contractor and several other electrical contractors	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Preliminary investigations completed and documents are currently prepared to finalise the procurement process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
WW3	2.1.2	Drinking Water Storage: Investigate and repair vermin proofing at all water storage/ reservoirs in the Water Supply Schemes.	01/08/15 to 30/06/16	Compliance with the Drinking Water Quality Management Plan and improve safety and quality of water supplied to community.	Consultant and several contractors	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Specialist Consultant appointed and will be conducting on site investigations during October 2015. Recommendations will follow and contractors will be appointed to repair reservoirs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
WW4	2.1.2	Review and amend Drinking Water Quality Management Plan (DWQMP)	01/11/15 to 30/06/16	Improve operating procedures and control measures and amend DWQMP to ensure compliance and improve safety and quality of water supplied to community.	Consultant and DEWS accredited Auditor	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A risk assessment workshop was successfully completed and led to the drafting of an amended DWQMP. The draft DWQMP will be finalised for submission in November 2015.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

INFRASTRUCTURE SERVICES

Ongoing Activities

The Infrastructure Service Section will be responsible for the following:

- Contributing the development and implementation of 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 and rehabilitation.

Major Infrastructure Services Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
IS1	5.1.1 5.2.1 2.1.1	1. Level 2 visual condition rating of Douglas Shire Council Bridge network a. Last comprehensive Level 3 inspection done on Douglas Shire Bridges May 2007 b. Contract level 2 structural inspection on bridges with strategies and actions. c. Improve and update bridge asset management register d. Implement a 5 and 10 year bridge maintenance and replacement strategy.	01/10/15 to 29/02/16	1. Bridge inspection report for each bridge in the shire; 2. Update Asset Register with the latest condition assessments; 3. Develop a maintenance strategy based on severity rankings; 4. Develop a Capital Works upgrade program tied to the asset and service management plans.	\$150,000 in 15/16 Operational Budget to engage an external contractor to undertake condition assessments and write the reports. Council officers will work with the contractor.	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
IS2	5.1.2	2. Community Access Audit - Public Environment (Last review December 2007) a. Review audit from 2007 and update and review recommendations for assessable areas (bus stops, kerb ramps, car parking within the urban areas in Mossman and Port Douglas streetscapes) b. Ensure compliant with Disability Discrimination Act & Australian Standards (design for access and mobility).	01/10/15 to 31/03/16	1. Develop a condition assessment report for each infrastructure class; 2. Identify and report any non compliance defects for operations to repair; 3. Update asset registers with condition assessments; 4. Develop a Capital Works upgrade program tied to the asset and services management plans.	Utilise internal resources to undertake site inspections, reporting and updating asset registers. Use 'Asset Edge' software and tablets in the field.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Bus stops have been audited and inspections mapped in the Asset Edge database. Kerb Ramps and Footpaths will be audited in the coming months.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
IS3	1.3.4 3.1.3	Review Draft Pest Management Plan - Endorsement by Council.	01/10/15 to 31/12/15	1. Adopt a Pest Management Plan;	Review and drafting can be completed using internal resources.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A review of the draft Pest Management Plan has been undertaken and extensive stakeholder consultation is required. The plan will need to be adopted by Council and registered with the state government.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
IS4	1.3.4	Audit of all park infrastructure Development of 'Asset Edge' open spaces database to enable management of inspections and maintenance activities for open spaces assets.	01/08/15 to 31/12/15	1. Documented condition assessment of all park infrastructure; 2. Update Asset Registers; 3. Program defects and general maintenance; 4. Develop a program for Capital Works improvements tied to the asset and service management plans.	Review and updating of ASMP can be completed using internal resources.	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
IS5	5.1.2 2.2.4	Improved management of external contractors. This will be done by addressing three areas to provide cost savings to Council, and improved safety.	01/08/15 to 31/03/16	1. Pre Qualified Supplier Arrangement; 2. Contractor management process improvement and register; 3. Risk assessments of all projects prior to commencing on-site; 4. Develop an annual contractor WH&S induction.	Review and updates can be completed using existing internal resources.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Draft contractor induction handbook has been developed. Pre qualified supplier arrangement is in place. Project documentation and risk assessment reporting is being developed with the help from the WH&S unit.	<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?
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		<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	Discussions have begun with an organisation who can run a pilot program using pressurised steam instead of herbicides.	<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 need to take place prior to a further report to Council.	<input checked="" type="checkbox"/> Yes <input 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	Community engagement will be conducted and a report to Council by end of 2015.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

FINANCE AND INFORMATION TECHNOLOGY

Ongoing Activities

The Finance and Information Technology Section will be responsible for the following:

- Delivering Sectional income and expenditure within approved budget forecasts.
- Complying with all relevant legislation, policies and procedures.
- Coordinating the Rates & Water Billing function and managing Debtor balances within acceptable limits.
- Processing Accounts Payable within the allocated timeframes and trading terms.
- Ensuring Payroll is processed in a timely manner and is compliant with all relevant legislation, policies and procedures.
- Supporting Information Technology function with set up of new systems, completion of migration, and ongoing support for Council.
- Periodic reporting in line with Council guidelines and statutory requirements

Major Finance and Information Technology Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
FIT1	5.3.3	Continue documentation of internal controls and financial processes.	01/10/15 to 30/04/16	Internal Control Procedures documented and endorsed by Management Team.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	This process is ongoing and its progress is dependant upon available staff resources.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT2	5.3.2 5.3.3 5.3.4	Training and multi-skilling of staff to cover staff absences and to maintain service levels within the Finance Branch.	01/11/15 to 31/05/16	Key duties identified, skills matrix established and training plan endorsed by General Manager Corporate Services.	External training providers, if required	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT3	5.3.3	Transfer existing Grant Register into an automated register within the Authority Software Suite.	01/07/15 to 30/06/16	Successful installation of software to efficiently record, monitor and acquit all grants applied for and received.	Civica consultants	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Preliminary investigations undertaken regarding register content and functionality available within the Authority Software Suite.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT4	5.3.5	Refresh & upgrade organisational critical Information Technology Assets.	01/07/15 to 31/12/15	Hardware purchased and installed within budget constraints. Progress reported to Management Team on a monthly basis.	Funds allocated in Capital Works Budget Information Technology Consultants, if required	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Process is underway. Audio visual facilities upgraded at depot and in progress at nursery. Wireless network upgrades are complete. Port Douglas hub equipment supplied and commissioned.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT5	5.1.1	Undertake a review of general rating categories to determine if current rating regime supports organisational objectives.	01/10/15 to 30/06/16	Outcome of review workshopped with Council and recommended general rating regime adopted for the 2016/17 Annual Budget.	Local Government Association of Queensland	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT4 2014/2015	5.3.3	Complete implementation of the Authority software modules to meet operational requirements	01/07/15 to 29/02/16	Modules operational, refresher training undertaken and timely provision of routine maintenance/upgrades.	Civica	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	All modules completed except for online development applications. Delay due to vendor scheduling.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

GOVERNANCE

Ongoing Activities

The Governance Section will be responsible for the following:

- Developing and maintaining an effective risk management system and culture within the Governance Section to mitigate risks to Council.
- Ensuring Governance systems, functions and reporting frameworks are developed and implemented to meet organisational requirements.
- Managing the Governance Section within budget and annual operating plan as adopted by Council.
- Delivering a quality frontline service ensuring a high quality customer service function that meets the needs of Council and the community.
- Providing a quality complaints management process for Council which ensures not only legislative compliance but improved service quality to the community.
- Delivering an effective and efficient insurance function ensuring adequate coverage of Council's assets and provision of a quality insurance claims function.
- Providing a property services function which optimises utilisation of Council facilities and ensures a strategic approach to property management.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and achieve legislative compliance

Major Governance Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
G1	5.3.2 5.3.4 5.3.5	Negotiate and implement a new Certified Agreement for Council consistent with the Industrial Relations Act 1999, the relevant awards and the Council strategic objectives	01/07/15 to 30/11/15	New Enterprise Bargaining Agreement accepted by majority of Council staff.	Local Government Association of Queensland	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Extension of existing agreement sought from all unions in August 2015. New Agreement to be draft in the 2016/17 year. At this stage preliminary works will commence after final review of awards completed by the Queensland Industrial Relations Commission (early November).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G2	5.1.3 5.3.5	Develop a Procurement Governance Framework which details the organisational procurement guidelines to enhance existing procedures in meeting legislative compliance.	01/07/15 to 31/12/15	Procurement Governance Framework endorsed by Management Team and submitted to Audit Committee for review. Additional resources and templates established.	Internal Audit will be engaged at some later stage to test the robustness of the Procurement Governance Framework.	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Register of preferred suppliers approved by Council. Recruitment for Senior Procurement Officer underway. Internal Procurement processes have been set up on Intranet Page.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G3	4.1.1 5.2.1	Update all Cairns Regional Council Minutes (March 2008 to December 2013) and previous Douglas Shire Council Minutes on to Council Website	01/07/15 to 30/09/15	All minutes available in electronic format and updated on Council's website		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	The link for the minutes relating to the amalgamated years has been updated on the Website. The linking of the former Douglas minutes is still in progress.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G4	5.3.3 5.3.4 5.3.5	Implement a Corporate Wellness Initiative to enhance and promote well being in the workplace.	01/07/15 to 31/12/15	Recommended options endorsed by the Management Team and participation opportunities provided to all staff		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Flu Vaccinations provided to staff. The first corporate wellness education session was conducted on Amphetamines & Methamphetamines. Discussions taking place with Hearing Australia to conduct hearing tests for staff.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G5	5.1.1 5.2.1	Undertake property inspections of all Council leased premises to confirm lease compliance and instigate any rectification actions required.	01/07/15 to 31/12/15	Inspections completed, information collated and rectification actions implemented, if any, reported to Council.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Property inspections have commenced and will be completed in required timeframes.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G6	1.1.5 1.3.4 2.1.1 5.1.1	Implement Land Management Plans for Coronation Park, Mossman and the Port Douglas Sports Complex	01/11/15 to 31/05/16	Plans completed, approved by Department of Natural Resources & Mines and reported to Council for endorsement.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Draft Land Management Plans are being compiled to be approved by Council when finalised.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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	First review of Standing Orders completed. Further review required after 2016 Local Government Elections.	<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?
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		<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		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

LIBRARY

Ongoing Activities

The Library Section will be responsible for the following:

- Coordinating, planning and delivering library services to residents and visitors of Douglas.
- Complying with Queensland Public Libraries standards and guidelines.
- Working within framework outlined in “The next horizon – vision 2017 for Queensland public libraries” as outlined by the State Library of Queensland.
- To provide a welcoming creative Library space that delivers programs and activities to support and enhance reader development, lifelong learning and participation for all

Major Library Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
L1	1.2.4 1.3.4	Plan and begin implementation of “Best Start Family Literacy” initiative in line with State Library of Queensland Service Level Agreement.	01/07/15 to 30/06/16	Number of outreach visits; programs delivered and number of attendees reported via CEO Report to Council	State Library of Queensland funding received - Casual staff	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	“Best Start” has changed its name to “First 5 Forever”. SLQ are yet to launch early literacy initiative in Qld.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
L2	1.3.4 5.3.3	Investigate opportunities to install “swipe card” (self-access) and security at Port Douglas Kiosk	01/08/15 to 30/04/16	Report to Council on feasibility of installing swipe card access for Port Douglas Kiosk.		<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input type="checkbox"/> Yes <input type="checkbox"/> No
L3	1.3.4 5.3.3	Investigate opportunities for “self-check out” facilities of library resources.	01/09/15 to 30/04/16	Recommended course of action endorsed by management Team	State Library of Queensland	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input type="checkbox"/> Yes <input type="checkbox"/> No
L4	4.1.1	Introduce a quarterly Library Newsletter	01/12/15 to 31/03/16	1. Library Newsletter concept endorsed by management Team. 2. 1st quarterly Newsletter issued	State Library of Queensland	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed		<input type="checkbox"/> Yes <input type="checkbox"/> No

ORGANISATIONAL BUSINESS SUPPORT UNIT

Ongoing Activities

The organisational Business Support Unit will be responsible for the following:

- Undertaking major administrative tasks across the organisation
- Establishing and maintaining corporate registers (e.g. Name and Address Register)
- Providing relief support to select areas of organisation to cover annual leave absences
- Providing advice on business system improvements across the organisation

Major Organisational Business Support Unit Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
OBSU1	5.3.3	Stage 1 - Review Council's Cemetery Register and update Cemetery Maps. Stage 2 - Investigate options available to display Cemetery Records on Council's website.	01/07/15 to 30/06/16	Stage 1 - Cemetery Maps updated consistent with Council's Cemetery Register. Stage 2 – Recommended option presented to Management Team.	Consultancy Services	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Stage 1 – Cemetery Register data is currently with consultant for review. Stage 2 – will commence upon completion of stage 1.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OBSU2	5.2.2	Evaluate current Name and Address Register procedures to align with industry best practice.	01/08/15 to 30/04/16	Name and Address Register guidelines updated and training delivered to relevant staff.	Civica consultant, if required	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Guidelines have been updated and new practices implemented. Cleaning of the Name and Address Register has commenced.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OBSU3	5.2.2	Review and update Accounts Receivable procedures including debt recovery.	01/09/15 to 30/04/16	Accounts Receivable procedures updated and endorsed by General Manager Corporate Services.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Review and update of procedures have commenced. Templates for debt recovery currently under review.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OBSU4	5.2.2	Complete converting building applications received by New Douglas into Council's Electronic data and Records Management System.	01/12/15 to 31/03/16	Backlog of building applications profiled into Council's Electronic Data and Records Management System.		<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Building applications have all been profiled and processed. File inspection certificates are currently processed with expected finalisation by end of 2015.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No