

ORDINARY MEETING  20 JANUARY 2015	5.5
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OPERATIONAL PLAN 2014 – 2015 FOR THE PERIOD OCTOBER TO DECEMBER 2014

Darryl Crees: General Manager Corporate Services #437311

**RECOMMENDATION:**

**That Council notes the progress of the implementation of the Operational Plan 2014 – 2015.**

**EXECUTIVE SUMMARY:**

This report and the attachment details the progress for the second quarter of this financial year in implementing Council's Operational Plan 2014 – 2015. To deliver the initiatives detailed in the Operational Plan 2014 – 2015, 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 2014 – 2015 was adopted 27 June 2014 in conjunction with the Annual Budget 2014 – 2015. 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 2014 – 2015 for the second quarter of this financial year.

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

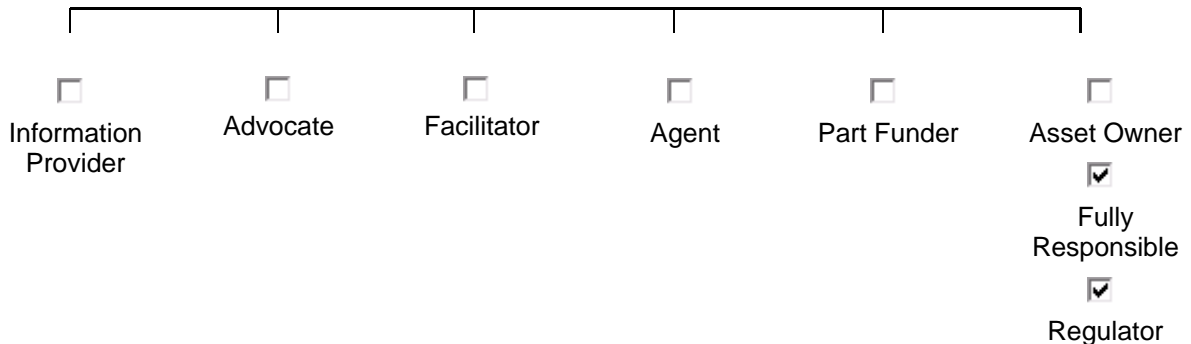
This report has been prepared in accordance with 5.2.1 of the Corporate Plan –

*“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:** Funding the full cost of a program or activity.

**Regulator:** Meeting the responsibilities associated with regulating activities through legislation or local law.

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

The activities detailed within the Operational Plan 2014 – 2015 are factored into Council's annual budget.

#### **RISK MANAGEMENT IMPLICATIONS:**

Progress on the Operational Plan 2014 – 2015 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

#### **INTERNAL/EXTERNAL CONSULTATION:**

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

#### **ATTACHMENTS:**

Attachment A - First Quarterly Progress Report on Operational Plan 2014 – 2015

Attachment B – Operational Plan 2014 – 2015 Internal Works Program

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# ATTACHMENT A

## Operational Plan

# JULY 2014 – JUNE 2015

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## Executive Summary

The new Douglas Shire Council has completed six successful months of operation following de-amalgamation from Cairns Regional Council on 1 January 2014. During that period Council adopted its first Corporate Plan (2014-2019) which set the strategic direction of Council for the next five years. This 2014-2015 Operational Plan now provides the statement of actions to be undertaken and services to be provided to achieve Council's strategic corporate goals.

The preparation of an Operational Plan is required by Section 174 of the *Local Government Regulations 2012*. In line with this requirement Council's 2014-2015 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. An assessment of the progress of the implementation of the Plan will be presented in a formal report to Council on a quarterly basis.

As the first Operational Plan covering a full 12 month period, this Plan provides the mechanism for the delivery of a broad range of community benefits and services – each of which is costed against the 2014-2015 Council Budget. The 2014-2015 initiatives and programs will introduce new opportunities to the diverse Douglas communities, particularly our disadvantaged community members by building capacity and supporting community development programs. The Plan details initiatives to support economic growth, to protect the environment, and to undertake essential maintenance of public infrastructure. The listed actions support the continuing development of major sports events and tourism. The Plan also details the administrative actions required of staff to maintain and further develop good governance, risk management, safe work practices, corporate communications, and sustainable financial management.

In line with the strategic goals of the Corporate Plan, this 2014-2015 Operational Plan offers a steady and sustainable framework to achieve continual and responsible improvements in the quality of Council services delivered and operational efficiencies. Its completion before June 2015 will see the consolidation of many aspects of this new Council's business, and will provide a sound platform for the future growth of the new Douglas.

# Draft Operational Plan

## ***Key for Operational Plan Abbreviations***

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CEO	Chief Executive Officer
EO	Executive Office
GMO	General Manager Operations
MWW	Manager Water and Waste
MDE	Manager Development and Environment
MI	Manager Infrastructure
GMCS	General Services Corporate Services
MFIT	Manager Finance and Information Technology
MG	Manager Governance
TLL	Team Leader Library
SBSO	Senior Business Support Officer

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### Chief Executive Officer Unit

#### Ongoing Activities

The Chief Executive Officer 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.

The Executive Officer will be responsible for the following:

- Leading and supervising the CEO Unit ensuring initiatives are completed in a timely and efficient manner.
- Developing strategic 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 Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On Target to be completed
CEO1	Develop and implement "Accessible Douglas" directory.	1.3	Web development	Accessible Douglas Directory available.	30/04/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Final discussions with TPDD regarding tourism aspect of the directory are taking place.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO2	Research and identify external grants and distribute to relevant areas of council for submission opportunities.	5.1		CEO Unit to apply for a minimum of three grants.	30/06/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Successfully secured the Get out Get Active Grant from the Department of National Parks, Recreation, Sport & Racing	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO3	In collaboration with Human Resources, identify opportunities through work experience and job placement to increase skills of vulnerable members of our communities to improve employment prospects.	1.2		Six placements throughout Council.	30/06/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	The work experience program has commenced for the 2015 year.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO4	Support and advocate for Indigenous employment, social and economic development opportunities.	2.4 4.2		Facilitate two workshop / information sessions focusing on Council employment and procurement process.	30/06/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	An information session was held on 17 January.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO5	Collaborate with internal and external stakeholders to develop and implement initiatives to increase awareness and responsible behaviour relating to environmental practices.	3.1		Deliver six initiatives.	30/06/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A clean up day was held the 10 December with the Mossman Elders Justice group, QLD Police and Tangaroa Blue at Rotary Park near Foxtan Bridge. An illegal dumping campaign 'Don't dump on your Mates' was launched on the 8 January 2015.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Major Initiative									
Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On Target to be completed
CEO6	Develop and implement a Disaster Resilience and Education campaign	4.3	Web development	Program rollout commenced in October 2014.	31/05/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Launched the extreme weather photography completion and exhibition in early November. The exhibition was displayed in the Council foyer from December and is still on display. 'Get Ready' USB cards that are uploaded with important disaster information are available to the public. This initiative was funded by the Department of Local Government, Community Recovery and Resilience 'Get Ready' program	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO7	Develop and promote business resource information and tools.	2.2		Information and tools available on Council's web site.	30/04/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Tools and information have been uploaded onto the website. This information is updated on a regular basis.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO8	Develop and implement a Corporate Style Guide to ensure consistency of all Council documentation.	5.3		Style Guide in use throughout Council.	31/03/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Progressing as required.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO9	Develop a Corporate Service Charter to ensure a consistent level of service is provided by Council.	5.3		Service Charter in use throughout Council.	31/03/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Final draft has been distributed to Managers for feedback.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO10	Develop and distribute information packs to assist new property owners in the Shire.	1.1 3.1 2.2		Hard and electronic information packs available on Council web site and the administration building.	28/02/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Final draft is in the layout and graphic design phase.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO11	Build the capacity of our communities to target and secure funding opportunities.	1.1		Host two workshops about researching grants and writing grants applications.	30/06/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	There is a Grants link on Council's website. Officers have facilitated a RADF workshop and a Sport and Recreation grants workshop. Council will also be hosting an information session the upcoming Community Support Program on Thursday 5 February.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO12	Identify initiatives and stakeholders, and commence the development of heritage trail signage.	2.4.2		Consultation with identified stakeholders, project plan developed and implementation commenced.	30/06/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Initial meeting of key stakeholders has taken place. Future meetings to be identified once all key stakeholders are available.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CEO13	Staff to proactively participate in the liquor accord to promote community safety.	4.2.2		Staff attendance at majority of meetings held.	30/06/15	EO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Officer attends majority of meetings.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time

## Operations Management

### Ongoing Activities

The General Manager Operations will be responsible for the following:

- Leading and managing the operations Department in accordance with organisational strategies and plans
- Delivering departmental income and expenditure within approved budget forecasts
- Complying with all relevant legislation, policies and procedures
- Facilitating disaster management planning and the development of Council's disaster response capabilities, including staff training
- Maintaining, measuring and enhancing, where possible, the delivery of services to our communities

### Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed.
OM1	Implementation of Stage 1 (signage, landscaping and improved toilet facilities) of the Daintree Gateway Master Plan	2.1.3	LGGSP funding; consultants, contractors	Completion of on ground works associated with Stage 1	30/06/15	GMO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Toilet facilities arrived and construction orders issued. Landscaping commenced. Signage design close to finalisation for all areas.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OM2	Completion of Level 2 Flood Studies for Daintree Village, Mossman and Cooya Beach	4.3	DNRM and Consultants	Level 2 flood mapping completed	30/03/15	GMO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Daintree Village down to Barratts Creek completed and uploaded to Floodcheck website. Discussions have occurred with DNRM contractors in relation to remodelling of the Mossman River but this may be impacted by cutbacks to the program. Modelling independently would be outside Council's budget.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OM3	Review SES Service Agreement and resourcing	4.3	QFES	Signing of a current service level agreement that provides necessary services to the Douglas communities	<del>23/12/14</del> 31/03/15	GMO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Documentation has been received and reviewed. Discussion held with new SES representative (QFES) and meeting to be held early in 2015 with a report to come back to Council.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OM4	Review of waste collection contract relating to commercial collections in Port Douglas and Mossman	5.3	Technical officer Solid Waste Position	Report prepared outlining options for commercial waste collection and the cost benefits	30/05/15	GMO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Preliminary discussions held and contract documents reviewed.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OM5	Review chemical-free drinking water options and implementation requirements	5.2.1	Consultants, external agencies and water regulator	Report prepared outlining options for chemical free drinking water and associated costings	30/04/15	GMO	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Discussions held on suitable consultant for peer review of reports.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time
OM3	Due to personnel changes within QFES provision of documentation and discussions stalled. Document now provided and will be progressed.



## Water and Waste

### Ongoing Activities

The Water and Waste Section will be responsible for the following:

- Managing the Water and Waste income and expenditure within approved budget and in accordance with Council strategies and plans.
- Meeting compliance with statutory requirements and licence conditions.
- Supplying drinking water and recycled water that meets customer quality requirements and agreed service standards.
- Managing Council contracts and where required, negotiate new contracts relating to water, waste and waste water, including kerbside waste and recycling collection, landfill and waste transfer station operations.
- Maintaining Council's Water and Waste 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 Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed.
WW1	Investigation and rehabilitation of sewer network in Mossman & Port Douglas	2.1.2	Relining Contractors	Reduction of groundwater and soil material infiltration into the sewer network and prevention of sewer failures	30/06/15	MWW	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Most relining and upgrade activities completed on the identified sewer infrastructure.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
WW2	Develop and implement strategies to optimise disinfection of potable and treated wastewater effluent.	2.1.2	Consultant and supplier of dosing equipment	Supply safe and high quality drinking water and discharge compliant wastewater effluent.	30/06/15	MWW	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Formed Steering Committee with GHD to support Project Management; Design register created; tasks allocated to Steering Committee members. Survey works underway at MWTP. Quotations obtained for MWTP and Craiglie Reservoir, final tender process underway.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
WW3	Refurbish, commission and integrate Mossman Reservoir back on line	2.1.2	Several Contractors	Improve water supply security.	30/06/15	MWW	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Structural pipe work modifications completed. Obtaining quotes for reservoir cleaning. Welcon has completed PLC/SCADA work. Consideration of gas chlorination system underway.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
WW4	Develop and implement long term strategies to increase the treated water storage capacity in Port Douglas.	2.1.2	Solicitor/ Mediator/ Consultant	Improve long term water supply security.	30/06/15	MWW	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Approved by Council, Negotiated a price, Offer formalised, Offer made, contract prepared. An application was submitted through the Royalty for Regions Program registering an Expression of Interest for joint funding of the Port Douglas Water Supply 20ML Reservoir.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time

## 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 Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed
DE1	New Draft Planning Scheme is referred for first State interest check	3.1.1	Consultants and significant budget allocation	Draft prepared and sent to State for review	30/06/15	MDE	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	First working draft was provided to Councillors before Christmas.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE2	State sponsored illegal dumping and littering surveillance program implemented	3.1.5	Specialised equipment provided by State, potential repair and maintenance requirements	Report provided to State in accordance with grant requirements	31/12/14	MDE	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Grant requirements acquitted. A report will be brought to Council in the near future.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE3	Implement a responsible dog owner education and enforcement program with respect to dog registrations	1.1.4	N/A	Dog registrations increase by 5% on 2013/14 numbers.	30/06/15	MDE	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Activities by Local Laws and Permit and Licensing officers are continuing.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DE4	Conduct an internal review of Council's Local Laws and develop a plan to undertake the necessary amendment of the Local Laws to reflect their relevance to Douglas Shire.	4.2.2	Additional external resources will be required for conducting a formal review of Local Laws.	An internal report produced in which staff will identify errors, irrelevant sections and gaps in the current local laws.	30/06/15	MDE	<input type="checkbox"/> Commenced <input checked="" type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	An assessment of the external resources required to complete this task will be commenced in January.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<del>WW5</del> DE5	Develop long and short term leachate management and treatment strategies for Killaloe Landfill.	3.1.7	Creation and filling of Technical Officer Waste position, Contractors and Consultant	Minimise the impact of leachate on the environment.	30/06/15	<del>WW</del> MDE	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Leachate Management Plan completed and submitted to Regulator (EHP). Subject to any additional requirements from the Regulator the matter is complete. Next phase will be implementation.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<del>WW6</del> DE6	Closure of Phase A and B. Staged capping of Killaloe Landfill as per Transitional Environmental Program and Site Development Plan. Due June 2015	3.1.7	Creation and filling of Technical Officer Waste position, Contractors and Consultant	Capping complete (Phase A & B)	30/06/15	<del>WW</del> MDE	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Commencing later in year. Contractors have been sourced to provide the appropriate capping material. Phase A will proceed as noted. Amendment to the requirement for staged capping of Phase B is being sought.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time
DE5 & DE6	Initiatives have been transferred to Development & Environment due to re-alignment of waste management functions to this area of responsibility.

## Infrastructure

### Ongoing Activities

The Infrastructure 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 Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed
I1	Plan to enhance and preserve the natural environment	3.1.5	Public consultation	Coconut Management Policy	30/06/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Coconut audits completed and the draft policy is nearing completion.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
I2	Plan to maintain the built environment	5.1.1	Asset valuation	Five (5) year plan for road reseals and rehabilitation	30/06/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Digital recording of all Council's road assets completed and a pavement condition report now being completed by consultants. Council has also purchased traffic data recorders to help establish road usage patterns	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
I3	Implementation of landscape management plan	3.1	Public consultation	Landscaping of DTMR intersection / roundabout of Captain Cook Highway and Port Douglas Road	30/06/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Compliant designs provided to Council resulting in a resolution to proceed with Papillion designs and undertake public consultation on final round a bout design from three options.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
I4	Implementation of DNRM River Improvement Trust to address damage to rivers and the flooding of land	3.1	Local Government application to the Minister DNRM or use existing Cairns RIT	Implement River Improvement Trust	30/06/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A report has been prepared in draft form and relevant information obtained. New Manager Infrastructure to progress report.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
I5	Plan for Douglas as the "bicycle capital of Australia"	2.3.5	Public consultation; Review previous studies	Five (5) year plan for bicycle infrastructure	30/06/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Meetings held with Main Roads on routes for their Principle Cycling Network Planning within the Shire and draft mapping reviewed. The existing "plan" within the Cairns Regional Council Cycling and Walking Strategy is being reviewed and information extracted as required. Council staff are also representing Council on the FNQROC Regional mountain bike strategy and have assisted in the establishment of the Douglas Integrated Riders and Trailbuilders Club (Mountainbike Club).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time

## Corporate Services Management

### **Ongoing Activities**

The General Manager Corporate Services will be responsible for the following:

- Leading and managing the Corporate Services Department in accordance with organisational strategies and plans
- Delivering departmental income and expenditure within approved budget forecasts.
- Complying with all relevant legislation, policies and procedures.
- Coordinating services required for Audit Committee to achieve its outcomes.
- Facilitating an effective Internal Audit function.
- Developing, implementing and monitoring a robust Enterprise Risk Management system.

### **Major Initiatives**

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed
CSM1	Investigate and develop strategy to effectively manage the Local Government Award modernisation.	5.1.1	LGAQ	Council updated on strategy to be employed to transition the organisation to the new Award.	30/06/15	GMCS	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Current EBA does not expire until September 2015. Staff attended LGAQ Award Modernisation Seminar in Cairns late 2014.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CSM2	Further develop an Enterprise Risk Management culture within Council.	5.1.2	Jardine Thompson – Regional Management Coordinator	Review of Enterprise Risk Management Register endorsed by Audit Committee	30/04/15	GMCS	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Accountable Officers to complete Risk Treatment Plans by end January 2015. Management Team to review in February/March prior to presentation to Audit Committee.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CSM3	Investigate opportunities to improve business process through advanced technology and the digital medium.	5.3.3 5.3.5	Further budget resources may be required to complete initiative.	Project team established, key processes identified, options investigated and recommendations to Management Team for implementation.	31/03/15	GMCS	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Work on the implementation of eServices is well advanced and early 2015 as a launch date is confirmed..	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time

## 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 Initiatives**

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed
FIT1	Finalise asset fair value process including revaluation/indexation of appropriate asset classes and review of useful lives.	5.2.1	External financial expertise	Asset register meets the Queensland Audit Office requirements.	31/10/14	MFIT	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Asset register has been endorsed by the Queensland Audit Office as part of the audit process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT2	Develop and implement appropriate mechanisms to address issues raised in Queensland Audit Office Management letters.	5.2.1		Progressively address matters raised through the audit process.	30/06/15	MFIT	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	An audit matrix of issues raised by the Queensland Audit Office is being developed and progress on issues raised will be monitored by Management Team.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT3	Continued refinement of Council's budgeting and reporting processes.	5.2.1		Reporting and budget process endorsed by Management Team.	30/06/15	MFIT	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Refinement of reporting process has commenced. Refinement of budget process will be addressed in 2014/15 budget review and establishment of 2015/16 annual budget.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FIT4	Complete implementation of the Authority software modules to meet operational requirements	5.3.3	Civica	Modules operational, refresher training undertaken and timely provision of routine maintenance/upgrades.	<del>31/12/14</del> 30/06/15	MFIT	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Appropriate plans have been developed by the IT Section and work has been scheduled / commenced..	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time
FIT4	Implementation of some modules has had to be re-scheduled for 2015 due to conflicting Information Technology commitments.

## 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 Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed
G1	Finalise review of general policies transferred to Council through de-amalgamation.	5.2.2		All actions adopted by Council to complete the general policy register.	30/06/15	MG	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Review of all policies by area of responsibility is underway. It is anticipated all policies will be reviewed by end of February 2015.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G2	Develop a land asset strategy to inform acquisition and disposal of Council freehold land and promote best use of Council controlled land.	5.1.1 5.1.4		Policy direction adopted by Council and land asset register established.	31/03/15	MG	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Land asset register data being quality assured by verification with Council's Asset Register, rating database and DNR&M.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G3	Progress the development and implementation of a streamlined Human Resource function.	5.3.2 5.3.5	LGAQ – Total Solutions	Key Human resource processes reviewed and where appropriate new procedures endorsed by Management Team.	30/06/15	MG	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Project plan has been implemented and work commenced.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
G4	Review current procurement practices to ensure legislative compliance and organisational efficiency	5.1.3 5.3.5		Procurement Policy reviewed and adopted by Council. Internal controls reviewed and enhanced where appropriate. Training delivered to all staff.	28/02/15	MG	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Procurement Policy adopted by Council on 16 December 2014.. Review of procurement practices by Internal Auditors is scheduled to commence 15 February 2015.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time
G4	Completion date of this initiative may need to be extended to allow implementation of recommendations from Internal Audit on Procurement Processes.

## 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 obligations outlined in the Service Level Agreement between Library Board of Queensland and Douglas Shire Council.
- 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 Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed
L1	Implement free Wi-Fi access for Mossman and Port Douglas Libraries	1.3.4 2.1.4	IT service provider	Community feedback Number of people utilising service	01/04/15	TLL & TLIT	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Quotations have been called for.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
L2	Review library materials, subscriptions, and programs to be delivered, including website content	1.3.4 4.1.1		Number of programs delivered & subscriptions available that meet community needs Client feedback re relevance of programs & services available. Library Services website content has been upgraded.	31/01/15	TLL	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Subscriptions reviewed. "Dad's Read" program to start in March. Computer programs have been introduced & will be developed further with WiFi implementation. Website upgrade complete.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
L3	Establish partnerships with community organisations and government agencies to facilitate programs/activities and to increase services provided to residents and visitors.	1.3.4 1.1.3 1.2.4		Partnerships established and service level increased.	30/04/15	TLL	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Ongoing, have developed partnerships with Birch Carroll & Coyle & Events Cinemas, Mossman Gorge Centre, Qld Museums, Hear-a bus, ABC Open	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time

## Organisational Business Support

### 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 Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On target to be completed
OBS1	Develop a skills matrix and implement a training regime to multi-skill all officers within the unit.	5.3.2 5.3.5		Skills matrix established and training plan endorsed by GMCS.	31/12/14	SBSO	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Skills matrix has been developed and GMCS has signed off on training plan.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
OBS2	Review and update Council's Contract Register	5.1.3		Contract Register refined to meet industry best practice	31/03/15	SBSO	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Contracts register being updated with enhancements recommended by internal auditors. Seeking possibility through FNQROC Procurement Committee of developing a Contracts Register template that is endorsed by QAO to be ultimately utilised by member councils.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
OBS3	Establish a Trust Register within the Authority Software Suite.	5.3.3	Civica consultation	Trust Register updated with current trust records and fully integrated with Receipting Software.	30/06/15	SBSO	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Trust Register has been established in Authority and has been interfaced with General Ledger & trust accounts held at CBA.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ref	Reason initiative will not be completed on time
OBS2	Completion date may require extension due to work being progressed with FNQROC Procurement Committee.



**ATTACHMENT B - OPERATIONAL PLAN 2014 - 2015: INTERNALWORKS PROGRAM SCHEDULE**

Reference	Action	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Key Performance Indicator
CEO1	Develop and implement "Accessible Douglas" directory.													Accessible Douglas Directory available.
CEO2	Research and identify external grants and distribute to relevant areas of council for submission opportunities.													CEO Unit to apply for a minimum of three grants.
CEO3	In collaboration with Human Resources, identify opportunities through work experience and job placement to increase skills of vulnerable members of our communities to improve employment prospects.													Six placements throughout Council.
CEO4	Support and advocate for Indigenous employment, social and economic development opportunities.													Facilitate two workshop / information sessions focusing on Council employment and procurement process.
CEO5	Collaborate with internal and external stakeholders to develop and implement initiatives to increase awareness and responsible behaviour relating to environmental practices.													Deliver six initiatives.
CEO6	Develop and implement a Disaster Resilience and Education campaign													Program rollout commenced in October 2014.
CEO7	Develop and promote business resource information and tools.													Information and tools available on Council's web site.
CEO8	Develop and implement a Corporate Style Guide to ensure consistency of all Council documentation													Style Guide in use throughout Council.
CEO9	Develop a Corporate Service Charter to ensure a consistent level of service is provided by Council.													Service Charter in use through out Council.
CEO10	Develop and distribute information packs to assist new property owners in the Shire.													Hard and electronic information packs available on Council web site and the administration building.
CEO11	Build the capacity of our communities to target and secure funding opportunities.													Host two workshops about researching grants and writing grants applications.
CEO12	Identify initiatives and stakeholders, and commence the development of heritage trail signage.													Consultation with identified stakeholders, project plan developed and implementation commenced.
CEO13	Staff to proactively participate in the liquor accord to promote community safety.													Staff attendance at majority of meetings held.
OM1	Implementation of Stage 1 (signage, landscaping and improved toilet facilities) of the Daintree Gateway Master Plan													Completion of on ground works associated with Stage 1
OM2	Completion of Level 2 Flood Studies for Daintree Village, Mossman and Cooya Beach													Level 2 flood mapping completed
OM3	Review SES Service Agreement and resourcing													Signing of a current service level agreement that provides necessary services to the Douglas communities
OM4	Review of waste collection contract relating to commercial collections in Port Douglas and Mossman													Report prepared outlining options for commercial waste collection and the cost benefits
OM5	Review chemical-free drinking water options and implementation requirements													Report prepared outlining options for chemical free drinking water and associated costings
WW1	Investigation and rehabilitation of sewer network in Mossman & Port Douglas													Reduction of groundwater and soil material infiltration into the sewer network and prevention of sewer failures
WW2	Develop and implement strategies to optimise disinfection of potable and treated wastewater effluent.													Supply safe and high quality drinking water and discharge compliant wastewater effluent.
WW3	Refurbish, commission and integrate Mossman Reservoir back on line													Improve water supply security.
WW4	Develop and implement long term strategies to increase the treated water storage capacity in Port Douglas.													Improve long term water supply security
WW5	Develop long and short term leachate management and treatment strategies for Killaloe Landfill.													Minimise the impact of leachate on the environment.
WW6	Closure of Phase A and B. Staged capping of Killaloe Landfill as per Transitional Environmental Program and Site Development Plan. Due June 2015													Capping complete (Phase A & B)
DE1	New Draft Planning Scheme is referred for first State interest check													Draft prepared and sent to State for review
DE2	State sponsored illegal dumping and littering surveillance program implemented													Report provided to State in accordance with grant requirements
DE3	Implement a responsible dog owner education and enforcement program with respect to dog registrations													Dog registrations increase by 5% on 2013/14 numbers.
DE4	Conduct an internal review of Council's Local Laws and develop a plan to undertake the necessary amendment of the Local Laws to reflect their relevance to Douglas Shire.													An internal report produced in which staff will identify errors, irrelevant sections and gaps in the current local laws.
I1	Plan to enhance and preserve the natural environment													Coconut Management Policy
I2	Plan to maintain the built environment													Five (5) year plan for road reseals and rehabilitation
I3	Implementation of landscape management plan													Landscaping of DTMR intersection / roundabout of Captain Cook Highway and Port Douglas Road
I4	Implementation of DNRM River Improvement Trust to address damage to rivers and the flooding of land													Implement River Improvement Trust
I5	Plan for Douglas as the "bicycle capital of Australia"													Five (5) year plan for bicycle infrastructure
CSM1	Investigate and develop strategy to effectively manage the Local Government Award modernisation.													Council updated on strategy to be employed to transition the organisation to the new Award.
CSM2	Further develop an Enterprise Risk Management culture within Council.													Review of Enterprise Risk Management Register endorsed by Audit Committee
CSM3	Investigate opportunities to improve business process through advanced technology and the digital medium.													Project team established, key processes identified, options investigated and recommendations to Management Team for implementation
FIT1	Finalise asset fair value process including revaluation/indexation of appropriate asset classes and review of useful lives.													Asset register meets the Queensland Audit Office requirements.
FIT2	Develop and implement appropriate mechanisms to address issues raised in Queensland Audit Office Management letters.													Progressively address matters raised through the audit process.
FIT3	Continued refinement of Council's budgeting and reporting processes.													Reporting and budget process endorsed by Management Team.
FIT4	Complete implementation of the Authority software modules to meet operational requirements													Modules operational, refresher training undertaken and timely provision of routine maintenance/upgrades.
G1	Finalise review of general policies transferred to Council through de-amalgamation.													All actions adopted by Council to complete the general policy register.
G2	Develop a land asset strategy to inform acquisition and disposal of Council freehold land and promote best use of Council controlled land.													Policy direction adopted by Council and land asset register established.
G3	Progress the development and implementation of a streamlined Human Resource function.													Key Human resource processes reviewed and where appropriate new procedures endorsed by Management Team.
G4	Review current procurement practices to ensure legislative compliance and organisational efficiency													Procurement Policy reviewed and adopted by Council. Internal controls reviewed and enhanced where appropriate. Training delivered to all staff.
L1	Implement free Wi-Fi access for Mossman and Port Douglas Libraries													Community feedback, Number of people utilising service
L2	Review library materials, subscriptions, and programs to be delivered, including website content													Number of programs delivered & subscriptions available that meet community needs Client feedback re relevance of programs & services available.
L3	Establish partnerships with community organisations and government agencies to facilitate programs/activities and to increase services provided to residents and visitors.													Partnerships established and service level increased.
OBS1	Develop a skills matrix and implement a training regime to multi-skill all officers within the unit.													Skills matrix established and training plan endorsed by GMCS.
OBS2	Review and update Council's Contract Register													Contract Register refined to meet industry best practice
OBS3	Establish a Trust Register within the Authority Software Suite.													Trust Register updated with current trust records and fully integrated with Receiving Software.