

5.6. OPERATIONAL PLAN PROGRESS REPORT FOR JULY TO SEPTEMBER 2022

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DEPARTMENT Office of the Chief Executive Officer

RECOMMENDATION

That Council notes the progress of the implementation of the Operational Plan 2022-2023.

EXECUTIVE SUMMARY

This report details the progress for the first quarter of this financial year in implementing Council's Operational Plan 2022-2023. To deliver the initiatives detailed in this year's Operational Plan, a comprehensive internal program has been developed which is regularly reviewed by the Management Team to ensure work priorities are being met.

BACKGROUND

The Operational Plan 2022-2023 was adopted on 28 June 2022 in conjunction with the Annual Budget 2022-2023. Under s 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.

COMMENTS

Council Officers are working hard to undertake the initiatives that Councillors approved in the 2022-2023 Operational Plan and this report highlights Quarter 1 achievements from across the varying departments of Council. From trapping feral pigs and conducting invasive weed surveys, to assisting with local events such as NAIDOC Week and the Mossman Show, the team toiled diligently to deliver for the community. Some key highlights included:

1. The Mayor and Councillors to celebrate the 10-year anniversary of the Mossman Gorge Cultural Centre. More than 2.5 million people have walked through the doors of the centre which delivers rich cultural experiences to travelers.
2. Council staff helped organisers of the inaugural Port Douglas Gran Fondo Cycling Festival which saw more than 1000 people enjoy a weekend of cycling in paradise in September.
3. Our *Do It In Douglas* initiative continued to connect and celebrate the local business community, headlined through the release of the region's first Investment Prospectus.
4. On the ground, biosecurity also remained a strong focus with the completion of annual surveys to find invasive weeds such as miconia and hiptage.
5. Many locals know feral pigs can disturb soil, wreck waterways, destroy crops by spreading diseases. That is why Douglas Shire Council is focused on managing feral pig populations by using remote triggering traps in the Daintree and Craiglie.
6. Continuing our commitment to engage with the community, Council continued talks with key users of the Daintree Ferry about the mandatory inspection to be done by the

Australian Maritime Safety Authority (AMSA) in March 2023. In August, Council collected feedback from about the previous five-day closure and held two drop-in sessions for the community in Cape Tribulation and Diwan.

7. Finally, Council adopted a three-year waste and recycling plan which sets out a strategy to reduce the amount of stuff we throw out.

PROPOSAL

That Council notes the progress of the implementation of the Operational Plan 2022-2023.

FINANCIAL/RESOURCE IMPLICATIONS

The activities detailed within the Operational Plan 2022-2023 are factored into Council's annual budget.

RISK MANAGEMENT IMPLICATIONS

Progress on the Operational Plan 2022-2023 is a regular item for the Management Team meetings to ensure appropriate and relevant resources are deployed to complete the initiatives by the due dates as listed.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

This report has been prepared in accordance with the following:

Corporate Plan 2019-2024 Initiatives:

Theme 5 - Robust Governance and Efficient Service Delivery

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

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

Operational Plan 2022-2023 Actions:

Legislative requirement.

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance. The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

In fulfilling this, Council plays many important roles within the Community as Service Provider, Regulator, Funder, Advocate, Facilitator, Information Provider, Agent, Builder/Owner and Custodian.

Council will balance all of the roles while delivering on the vision of Council in an efficient and effective manner.

CONSULTATION

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

ATTACHMENTS

1. Operational Plan Progress Report for July to September 2022 [5.6.1 - 15 pages]

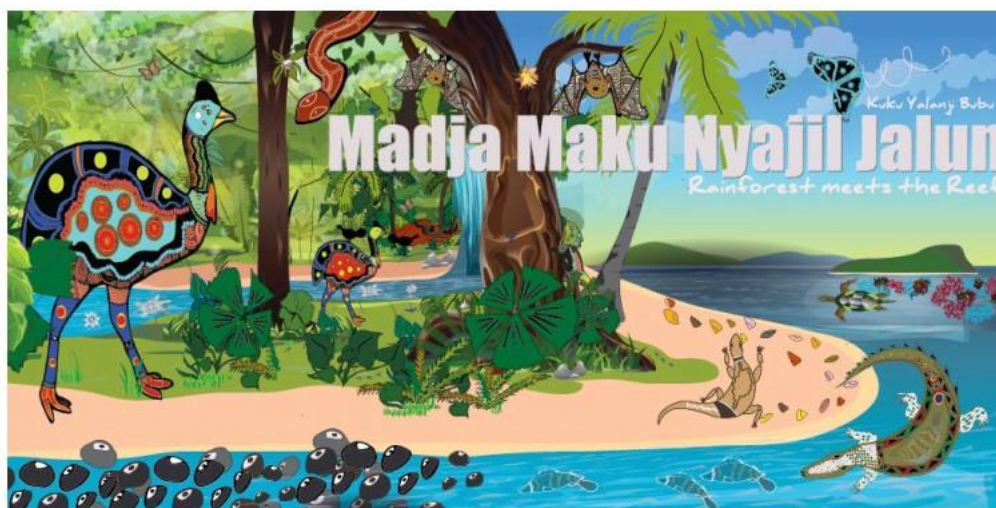
DOUGLAS SHIRE COUNCIL OPERATIONAL PLAN PROGRESS REPORT

2022 - 2023

July - September 2022

CELEBRATING OUR COMMUNITIES
FOSTERING ECONOMIC GROWTH
LEADING ENVIRONMENTAL STEWARDSHIP
INCLUSIVE ENGAGEMENT, PLANNING AND PARTNERSHIPS
ROBUST GOVERNANCE AND EFFICIENT SERVICE DELIVERY

DOUGLAS
SHIRE COUNCIL



Douglas Shire Council would like to show its appreciation by acknowledging local indigenous artists Lenice Schonenberger, Loretta Pierce (Lenoy) and Ronald Bamboo for providing the cover artwork entitled "**Daintree Ferry**"

Ongoing and Recurring Operational Responsibilities

In addition to the specific initiatives identified for the 2022/2023 financial year, the ongoing work of each department/branch of Council forms part of Council's 'business as usual' operations. A summary of the ongoing responsibilities is listed below:

MANAGEMENT TEAM

- **Good Governance** – Facilitating the decision making and leadership of Council through provision of advice and information.
- **Strategic Planning** – Planning for a successful future for the Shire.
- **Community Sustainability** – Identifying and acting on opportunities to strengthen the economic, environmental and social base for the Shire.
- **Financial Sustainability** – Planning for and supporting the development of a financially sustainable Council.
- **Organisational Performance and Culture** – Managing the resources of Council effectively and efficiently to ensure sustainable performance, a high level of service delivery and a positive culture.
- **Engagement and Advocacy** – Creating and supporting productive and strategic relationships with the communities of Douglas, local and regional stakeholders and other levels of government.

PEOPLE AND COMMUNITY SERVICES

- Promoting and enhancing Council's corporate image through the implementation of high quality communications, marketing and media liaison.
- Actively collaborating with the business community and organisations to support and develop economic development opportunities in the Shire and regionally.
- Actively participating in the development of opportunities for all sectors of the community including but not limited to the arts, culture and sports.
- Developing and implementing community resilience programs throughout the Shire.
- Actively collaborating with community groups, organisations and various levels of government to develop and implement programs and activities that encourage capacity building and inclusiveness.
- Developing, implementing and promoting Council's grants program.
- Providing grant information and support for community groups and grant applicants for Council projects.
- Ongoing coordinating of Council events, supporting Council funded events and provision of advice for other event organisers.
- Coordinating, planning and delivering library services to residents and visitors of the Shire.
- Complying with Queensland Public Libraries standards and guidelines.
- Providing a welcoming creative Library space in Mossman and Port Douglas that delivers programs and activities to support and enhance reader development, lifelong learning and participation for all.
- Providing a property services function which optimises utilisation of Council facilities and ensures a strategic approach to property management.
- Managing Council's human resources functions including employee relations, compliance, compensation and benefits, training and development, recruitment, and all other employee related matters.
- Ensuring Payroll is processed in a timely manner and is compliant with all relevant legislation, policies and procedures.
- Supporting Council's Workplace Health and Safety system ensuring the provision of a safe working environment for all employees.

ENVIRONMENT AND PLANNING

- Ensuring land use assessment and environmental planning functions are carried out in accordance with statutory requirements, including processing of Development Applications and Operational Works Applications within legislated timeframes.
- Administering compliance with relevant State legislation, Council Local Laws and the Douglas Shire Planning Scheme.
- Managing Local Law, Environmental Health and other delegated licensing, permitting and registration functions.
- Undertaking strategic land use planning functions in accordance with statutory requirements.
- Managing recycling and waste collection and disposal contracts and Council's Resource Management facilities in a safe, sustainable and environmentally sensitive manner.
- Providing strategic direction and outcomes for delivering environmental sustainability in the Shire.
- Developing and implementing a disaster management policy and programs to achieve the objectives of the *Disaster Management Act 2003*, in particular the promotion of safer, and more secure and resilient communities.

WATER AND WASTEWATER

- Managing the Water and Wastewater income and expenditure within approved budget and in accordance with Council strategies and plans.
- Meeting wastewater compliance within statutory requirements and licence conditions.
- Supplying drinking water and recycled water that meets customer quality requirements and agreed service standards in accordance with the approved Drinking Water Quality Management Plan.
- Managing and developing Trade Waste and Plumbing Applications in the Shire.
- Managing Council contracts and where required, negotiating new contracts relating to Water and Wastewater.
- Maintaining Council's Water and Wastewater assets to ensure maximum lifespan and output capacity in the lifecycle of those assets.
- Monitoring systems, procedures and the workplace environment to ensure equipment, plant and machinery is safe to operate and work processes comply with workplace health and safety legislation and standards.

PROJECT MANAGEMENT OFFICE

- Undertaking project management of major capital construction activities for Council.
- Undertaking project management of disaster rehabilitation construction activities for Council.
- Providing advice on design, procurement, approvals and construction functions to internal and external stakeholders.
- Delivering projects in an efficient, environmentally sustainable, quality assured and timely manner.

INFRASTRUCTURE SERVICES

- Continuing the development and implementation of infrastructure planning to enhance and preserve the natural and built environment.
- Coordinating the development and implementation of the Landscape Management Plan.
- Planning and construction of a network of bicycle trails, traffic separation and management arrangements.
- Asset assessment and valuation to prioritise road reseals, road rehabilitation, building facility upgrades, stormwater network improvements, parks and playgrounds.
- Coordinating Pest Management Activities across Council controlled, State Government and private land.
- Coordinating disaster recovery activities in accordance with disaster management procedures.
- Fleet Management services including maintenance and asset renewal.

FINANCE AND CORPORATE SERVICES

- Coordinating the annual audit of Council's financial systems and financial statements and achieving an unmodified audit result.
- Complying with all relevant legislation, policies and procedures including statutory reporting requirements.
- Facilitating the Rates & Water Billing functions and managing Debtor balances within acceptable limits.
- Processing Accounts Payable within the allocated timeframes and trading terms.
- Supporting the Information Technology function with set up of new systems and ongoing support for Council operations.
- Delivering a quality frontline service ensuring a high standard of customer service that meets the needs of Council and its communities.
- Provision of Integrated Services for Corporate Services and Operations.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.

GOVERNANCE

- Developing and maintaining an effective risk management system and culture to mitigate risks to Council.
- Ensuring Governance systems, functions and reporting frameworks are developed and implemented to meet organisational requirements.
- Providing a quality complaints management process for Council which ensures not only legislative compliance but improved service quality to the community.
- Delivering an effective and efficient insurance function ensuring adequate coverage of Council's assets and provision of a quality insurance claims function.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.

Operational Plan

2022 - 2023

July - September

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



Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Status	Updates
Theme 1: Celebrating Our Community					
Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.					
1.1.5	Ensure Library Services continue to develop literacy programs for young people, provide digital literacy, book clubs and school activity programs to improve reading and technology skills for young people.	Libraries will continue to support early literacy and digital literacy through youth programs and collections.	Libraries will continue to offer services and programs to the public supporting: Early literacy, digital literacy, community inclusion, information discernment, First 5 Forever programming, Tech Savvy Seniors, free PC and Wi-Fi, and an extensive physical and e-library collection.	In Progress	Child and Youth programming like First Five Forever, Story Time and school holiday programs are scheduled regularly throughout the year.
1.1.7	Implement the community facilities revitalisation program	Design of Victor Crees Pavilion	Detailed Design	Not yet commenced	Stakeholder consultation due to commence in November.
1.1.7	Implement the community facilities revitalisation program	Mossman Shire Hall	Council will continue to seek funding for improvements of the Mossman Shire Hall	Not yet commenced	No grant opportunities were available in Q1.
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.					
1.2.3	Develop open space principles and guidelines to ensure that landscapes and public spaces are developed and maintained with appropriate reference to the natural environment that underpins the liveability and beauty of our Shire	Development of a Public Spaces Maintenance Manual	The purpose of the plan is to clearly define the Open spaces asset hierarchy system, levels of service, inspection and maintenance frequencies and performance measures	In Progress	Draft plan currently being trialled with field staff. Further amendments to the levels of service are yet to occur in the next quarter.
1.2.4	Consider an Adopt-a-Street and Adopt-a-Park program	Investigate the feasibility of an Adopt-a-Street and Adopt-a-Park program	Investigate the feasibility of an Adopt-a-Street and Adopt-a-Park program	Not yet commenced	Project due to commence in January.
Goal 3: We will develop programs that promote health, well-being and safety in the community.					
1.3.7	Redevelop the Mossman recreation precinct including the Mossman pool facilities	Mossman Pool and Caravan Park 'reposition market'/revitalisation	Create separate entities for the pool and caravan park that celebrate their unique special features - as a top-rated community service and a tourism park of historical significance. To best reflect their individuality and highlight their specific target demographics, new signage and minor infrastructure will emote engaging messaging	In Progress	Internal consultation and planning underway.

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Theme 1: Celebrating Our Community					
Goal 4: We will promote arts and cultural programs and events that bring vibrancy to the community and compliment the tourist experience.					
1.4.3	Implement public art programs and develop place-making opportunities	Enhance Port Douglas Markets as a tourism and placemaking destination	Improve processes and market infrastructure and facilities. Improve community and tourism engagement through the website, and social media development	In Progress	Comparison research with other markets complete. Revision of processes to reinforce market ethos as Tropical, Local, Creative underway.
1.4.6	Partner with community groups to implement a cultural festival for the Shire that celebrates art and culture	Partner with Daintree residents to develop and initiate a Daintree Village Community Festival	The Daintree Village Festival celebrates the food, music, wildlife, art, and culture of the residents of the Daintree region and recognises the significance of the world's oldest rainforest and its Traditional Owners the Kuku Yalanji people	In Progress	Initial consultation with local community champions commenced.

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Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Status	Updates
Theme 2: Fostering Sustainable Economic Growth					
Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
2.1.2	Develop a master plan for a water park precinct in Port Douglas. Seek State and Federal grant funding to deliver the outcomes from the plan	Continue to develop the Port Douglas Aquatic Precinct	Generate "shovel ready" documentation to enable State and Federal funding to be obtained.	In Progress	Tenders for community consultation being reviewed.
2.1.3	Partner with State Government to deliver Phase 1 and 2 of the Wangetti Trail including assisting relevant Traditional Owners to realise employment and cultural ambitions supported by the Trail	Continue to support and partner with the State for the development of the Wangetti Trail	Finalise infrastructure requirements, preferred route, and land tenure for the Mowbray North section.	In Progress	Dialogue is continuing between Council and the State. Council recently agreed to a Term Lease to enable trail construction between Palm Cove and Ellis Beach to commence.
2.1.4	Implement the new Daintree ferry contract and required infrastructure improvements as well as enhanced amenity and service	Infrastructure Improvements	Determine options for an enhanced service and commence design if necessary.	In Progress	Undertook a detailed options analysis into vessel solutions and obtained Council endorsement to proceed with new single vessel which will be wider, longer and have improved loading arrangements.
2.1.6	Deliver Light Up Macrossan Street and Front Street projects	Decorative Lighting Stage 2 - Macrossan Street	Continue decorative lighting installation within the trees along Macrossan Street from the Grant Street intersection through to Davidson Street, subject to Grant Funding Sourced	Not yet commenced	No grant opportunities were available in Q1.
Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment.					
2.2.1	Undertake actions to achieve Eco-Destination accreditation	Eco-Destination (implement Audit actions)	Continue to strengthen the ECO Destination level and address corrective actions from the 2021/22 audit	In Progress	Three (3) of five (5) corrective actions have been addressed. Collaborating with TPDD and other Council Departments to complete remaining two (2) actions by end of December 2022.
2.2.2	Develop a short-term accommodation policy	Investigate a Short-Term Accommodation Policy	Monitor ongoing investigation findings of short-term accommodation	Not yet commenced	Not yet commenced.
2.2.5	Look for grant opportunities in Tourism and Events Queensland to improve tourism image and visitor numbers during quiet seasons	Enhancing Douglas Shire's Adventure tourism destination experience	Develop mountain biking and walking tours, including the Wangetti Trail, to build the adventure tourism capacity of the Douglas Shire and diversify tourism opportunities	Not yet commenced	Awaiting State Government to reopen key trail in our network - Twin Bridges.

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Theme 2: Fostering Sustainable Economic Growth					
Goal 3: We will develop strategies that seek to diversify the Shire's economic base.					
2.3.1	Explore strategies to enhance opportunities as a filming location	Explore strategies to enhance opportunities as a filming location	Enhance capabilities to accommodate prominent filming projects in the region by advocating for services such as faster internet and streamlining the application process. Liaise with location managers, Screen Queensland, and other industry contacts to ensure the Douglas Shire is promoted as a location of choice	In Progress	Discussions have commenced with film location managers and Screen Qld. A project plan is being developed.
2.3.2	Support agricultural diversification	Agricultural Diversification options	Collaborate with the local agricultural sector to develop options and highlight opportunities for sustainable Agriculture Diversification	In Progress	Research into agricultural sector local practices commenced.

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Theme 3: Leading Environmental Stewardship					
Goal 1: We will protect our sensitive environment and plan for the impact of climate change.					
3.1.1	Undertake actions recommended in the Resilient Coast Strategic Plan	Resilient Coast Implementation	Dunal and beach access improvements	In Progress	Currently in discussions with supplier in relation to material supply, delivery and installation.
3.1.5	Develop and implement a Plastic Free Douglas strategy	Sustainable Waste Management at Events	Encourage sustainable practices at events, including supporting the culture of BYO reusables and provision of recycling bins where they are unavailable commercially	In Progress	Food vendors have been actively participating in the Plastic Free Cairns and Douglas program, reducing the amount of single-use plastics at events in Douglas. Recycling bins (free of charge) have been utilised at events during the period.
3.1.5	Develop and implement a Plastic Free Douglas strategy	Plastic Free Places	Continue to participate in the Plastic Free Cairns and Douglas Program, managed by Boomerang Alliance and funded by the State Government	In Progress	Plastic Free Cairns and Douglas ("PFCD") continues to run, with the focus on the State Governments proposed five-year road map for action on single-use plastic items. PFCD managed a BYO reusable cup challenge with local coffee vendor and Plastic Free Champion, Kah Veh, with 55% of customers bringing their own cup for refill on the final day 23 September 2022. Further BYO reusable cafe challenges are expected in Douglas in 2023.
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
3.2.2	Undertake remaining actions in the 2017-2020 Corporate Sustainability Strategy and update it for the next five years	Continue Reef Guardian Actions	Implement 5 actions under the Reef Guardian Council Program	In Progress	A Draft Reef Guardian Council Action Plan has been developed.
3.2.3	Continue to develop renewable energy options for Council operations including a solar engineering study for Port Douglas Waste Water Treatment Plant	Identification of future projects and sites	Undertake a scoping project to identify suitable sites for future renewable projects.	In Progress	Consultant engaged to undertake scoping project. Currently undertaking site visits of Council assets and sites.
3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy	Waste Reduction and Recycling Plan	Implementation of the Waste Reduction and Recycling Plan to reduce waste generation and increase resource recovery in Douglas.	In Progress	A variety of actions in Council's Waste Reduction and Recycling Program have been undertaken, including; waste characterisation audits, regional collaboration across councils to create economies of scale, investigation of market opportunities for waste with an existing resource value and Council's in-house composting program at the administration building in Mossman.

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Theme 3: Leading Environmental Stewardship					
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy	Far North Queensland Regional Resource Recovery Plan	Continue participation in regional collaboration for the development of a Far North Queensland Regional Resource Recovery Plan to identify opportunities to manage waste efficiently as a region.	In Progress	Council officers are attending regular meetings of the FNQROC WMRR Committee including monthly meetings with the consultant delivering the Regional Resource Recovery Plan. The appointed consultant visited Council and has interviewed relevant staff, visited key facilities and workshopped with Councillors.
3.2.4	Develop a Waste Strategy with the aim of moving towards a circular waste economy	Illegal dumping program	Continue the illegal dumping program through a combination of education, investigation, and enforcement.	In Progress	Abandoned vehicles continue to be the largest source of illegal waste disposal in the Shire. Council officers have been working on strategies to streamline the disposal of this waste stream. Investigation of reported illegal dumping incidents and surveillance is continuing.
3.2.6	Investigate waste management options for waste streams in anticipation of the completion of the current Bedminster disposal contract in 2026.	Far North Queensland Regional Resource Recovery Plan	Continue participation in regional collaboration for the development of a Far North Queensland Regional Resource Recovery Plan to identify opportunities to manage waste efficiently as a region.	In Progress	Council officers are attending regular meetings of the FNQROC WMRR Committee including monthly meetings with the consultant delivering the Regional Resource Recovery Plan. The appointed consultant visited Council and has interviewed relevant staff, visited key facilities and workshopped with Councillors. Council officers are also exploring potential opportunities with industry.
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					
3.3.1	Develop a Smart Water Network to enhance existing infrastructure, improve efficiency and reliability and reduce water loss	Implement Stage 2 of the Smart Water Meter Project	Continue the rollout of smart water meters to move beyond Port Douglas to include Mossman and the surrounding areas – forms part of the Douglas Shire water security strategy	In Progress	Phase 2 of the smart water meter program commenced. Procurement of meters underway. Scheduled for installation from February 2023.

Operational Plan

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Theme 3: Leading Environmental Stewardship					
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					
3.3.3	Continue to implement water intake resilience planning and upgrades to improve water security and quality for the community	Alternate water intake	Continuation of permit application processes for alternate water intake for Mossman/Port Douglas water scheme - forms part of the Douglas Shire water security strategy	In Progress	<p>Environmental and cultural heritage application processes underway. Water allocation application in the Mossman River catchment underway with DRDMW. Approvals expected to take 12-18 months. Additional land purchase process underway.</p> <p>Concept design for UV upgrade to treat Mossman River water complete.</p> <p>Development of Douglas water security strategy underway including comprehensive review of level of service framework. Expected completion before July 2023.</p>
3.3.4	Continue to provide high-quality water to the residents of Douglas Shire in line with the Drinking Water Quality Management Plan and regulatory requirements whilst implementing innovative solutions for process improvements	Water treatment process upgrades	Begin ultrafiltration membrane replacement program	In Progress	<p>Contract for UF membrane replacement program at Mossman WTP awarded. Detailed design underway.</p> <p>Construction planned as follows: FY 2022/23 - Replace 1 cartridge rack (of 5) FY 2023/24 - Replace 2 cartridge racks FY 2024/25 - Replace 2 cartridge racks</p> <p>Membrane replacements at Whyanbeel WTP and Daintree WTP due to be implemented following completion of works at Mossman WTP.</p>
Goal 4: We will partner with the community to educate and monitor.					
3.4.1	Implement a recycling and waste education campaign to increase recycling rates, reduce contamination and reduce waste to landfill	Waste Education	Development and implementation of the Council's Waste Education Plan for schools, businesses and community groups Continuation of education program	In Progress	<p>Council's waste education program is open to all schools, early learning centres and community groups. Council's Waste Education Officer continues visiting schools and has been invited to "Funky Friday" sessions for students in the Environment Club at Port Douglas State School. Council's Waste Education Plan is currently being drafted.</p>
3.4.3	Implement a water sustainability education program to inform the community, particularly school children, of the water cycle and how everyone utilises water and the impacts on the Reef from our water choices	Water Education	Continuation / development of the water education program and resources to support messaging for the Douglas Shire water security strategy	In Progress	<p>Water supply poster complete. Development of wastewater poster underway.</p>

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Theme 3: Leading Environmental Stewardship					
Goal 4: We will partner with the community to educate and monitor.					
3.4.4	Conduct education and enforcement programs to protect our beachfront vegetation	Recreational Fishing Trail	Creation of recreational Fishing Trail	In Progress	Established Working Group with key stakeholders. Community consultation to occur at local markets and workshops in late October 2022. In process of evaluating and awarding contractor to supply, deliver and install signage.
3.4.5	Conduct education and enforcement programs relating to water quality entering waterways and the GBR lagoon including sediment from the urban environment	Monitoring and enforcement of developments for land-based sediment run off	Education program and dedicated compliance program undertaken. Review and update of standard development conditions in line with best practice	Not yet commenced	Compliance and education activities will commence in the October to December lead up to the Wet Season.
Goal 5: We will recognise the contribution that Traditional Owners make to the protection of the environment					
No Initiatives Identified for 2022-23					

Operational Plan

2022 - 2023

July - September

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Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Status	Updates
Theme 4: Inclusive Engagement, Planning and Partnerships					
Goal 1: We will implement transparent decision making through inclusive community engagement and communication.					
All Corporate Plan Initiatives have been completed for Theme 4, Goal 1					
Goal 2: We will develop forward looking strategies for the future of our communities and we will ensure balanced and appropriate planning decisions.					
4.2.4	Enhance existing Planning Scheme to promote investment while protecting the environment	Planning Scheme Amendments	Finalisation and implementation of amendments to the Scheme	In Progress	A list of Planning Scheme improvements / amendments is being compiled at present by Council planners and the consultant to identify those areas of the Planning Scheme that will be subject to change. It is important to note that this will not be a comprehensive list but rather those areas of the Planning Scheme that changes and improvements will be made. Once established, the scope will be workshopped with Councillors and a report presented to a Council meeting with a resolution to formally amend the Planning Scheme. It is anticipated that the report will be presented to Council at the December Meeting.
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.					
4.3.1	Partner with AusIndustry, Regional Development Australia, Australian and State Government departments to showcase the region and promote start-ups in the Shire	Indigenous Business Program	Develop a program of initiatives to support new and existing Indigenous businesses by building knowledge, capacity, resilience, and marketing skills	Not yet commenced	Oh hold pending employment of Community Development (First Peoples) Officer.
N/A	N/A	Douglas Shire Housing Strategy	Continue to work with local service providers and all levels of government to find, advocate, and where appropriate, implement measures to address the housing shortage in Douglas	Not yet commenced	Project to commence in 2023 after Residential Needs Analysis and State Government housing investigations are completed.

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Theme 5: Robust Governance and Efficient Service Delivery					
Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.					
5.1.1	Develop a Project Decision Framework Policy	Project Decision Framework Implementation	Adopt and Implement a Project Decision Framework that will guide Council in making asset and investment decisions using industry best practice	In Progress	Developing electronic Project Management Framework which incorporates Queensland Treasury Project Decision Framework.
Goal 2: We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.					
5.2.1	Survey community expectations	Survey Community Expectations	Develop actions from the findings of the Community Survey	Not yet commenced	To be further discussed with internal staff
5.2.2	Develop and implement a Customer Experience strategy	Develop a forward plan to address the Internal Audit recommendations from the Customer Request Management System Audit	Council seeks to move toward a customer-centric service ethos. An internal audit was conducted around the Customer Request Management system and suggested many areas for improvement	Completed	Forward plan for the CRM System audit has been completed and staff continue to action this plan.
5.2.3	Implement a continuous improvement program	Develop online planning application service/Planning Register and Process Improvements/ implement compliance checklist tool Actus/Implement Compliance Register	Develop an online application service where documents and payments can be lodged online. Improve processes including merging of planning application registers to improve efficiency for officers to comply with legislated timelines and provide better customer service. Incorporate Contributions Register to newly merged register. Develop and implement an online application process. Implement Actus (remote access to Authority CRMs, inspection checklists). Develop and implement a compliance register with processes to ensure compliance issues are recorded accurately.	In Progress	Preliminary meetings have been held with Civica and a project plan is being developed.
5.2.3	Implement a continuous improvement program	Develop prescribed activities process including the online booking system and GIS layer	Develop and implement a process that includes an online booking system to record events and activities in open spaces and venues within the bounds of the local laws and other legislation and policies. Investigate implementing a GIS layer to record open space uses	In Progress	Two potential suppliers have been found and a detailed requirements list for the booking solution has been developed.
5.2.3	Implement a continuous improvement program	Digitise plumbing plans and food licence documents	System improvement to ensure records are digitised to allow electronic searches	In Progress	Plumbing records are being digitised and profiled.

Operational Plan

2022 - 2023

July - September

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



Corporate Plan Initiative	Corporate Plan Link	Operational Plan Initiative	Description	Status	Updates
Theme 5: Robust Governance and Efficient Service Delivery					
Goal 2: We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.					
5.2.3	Implement a continuous improvement program	Local Laws Review/Amendments	Finalisation and implementation of amendments to the Local Laws	In Progress	A list of proposed amendments are currently under review by Council staff.
5.2.4	Develop an organisational culture strategy	Develop an organisational culture strategy	This strategy will look at workplace planning, organisational culture, annual PR Review, human resources strategies and policies	In Progress	Process development underway for PR Review, Recruitment and employee inductions. HR policies and procedures under review.
Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.					
5.3.1	Prepare Asset Management Plans for all Council assets	Continue implementation of the Asset Management System	Asset Management System to be implemented and the Asset Management Plans to be aligned with long term financial plan and 10 Year capital works program	In Progress	Work continues with implementing the Asset Management System with work focussing on optimising the maintenance tracking module to our needs. Work has commenced on the improving of the 10 year capital works program template.
5.3.2	Deliver yearly budgets that minimise rates rises while balancing the need for service deliver	General Rates Model Review stage 3	Continue review of Douglas Shire General Rates model	Not yet commenced	General Rates Model Review Stage 3 will be commenced early in 2023.
Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events. Through our leadership and capabilities we will plan, prepare, respond and recover from events so as to minimise the impact on people, property, the environment, and our economic stability.					
5.4.1	Install new infrastructure throughout the Shire to allow for increased intelligence on rainfall and transport impacts to improve preparation, response and resilience for Council's Incident Management Team and the Douglas communities	Strengthen the Shire's flood planning and response capability	Commissioning and addition of new automatic rainfall gauges and river level gauges to the Bureau of Meteorology network. Development of a procedural manual for monitoring and maintenance of the gauge and camera network	In Progress	Disaster Resilience Officer completed procedural manual. Commissioning of the new sites is continuing.