

<b>ORDINARY MEETING</b>  <b>31 JULY 2015</b>	<b>5.8</b>
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OPERATIONAL PLAN 2014-2015 FOR THE PERIOD APRIL TO JUNE 2015

Rebecca Assman, Manager Governance: #460074

Darryl Crees, General Manager Corporate Services

**RECOMMENDATION:**

**That Council notes the results achieved through the major initiatives implemented in the Operational Plan 2014/15.**

**EXECUTIVE SUMMARY:**

This report presented to Council details the outcomes of the Operational Plan 2014/15 which covers the period 1 July 2014 to 30 June 2015. The initiatives contained within the plan have been:

- Completed by staff as scheduled subject to minor explanatory notes;
- Delivered within the adopted 2014/15 budget; and
- As appropriate, have been endorsed by Council in formal Council meetings or considered in Councillor briefings or workshops

In total, there were 50 major initiatives adopted in the Operational Plan 2014/15 and as this was the formally adopted plan for the financial year, it does not include other various initiatives requested by Council to be undertaken during the year.

As at the end of the financial year, 90% of the Operational Plan 2014/15 was successfully completed. The remaining 5 initiatives have been well advanced and explanations for deferred completion dates are contained within the attachment to this report.

**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 the outcomes of the Operational Plan 2014 – 2015 to Council for the period 1 July 2014 to 30 June 2015.

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

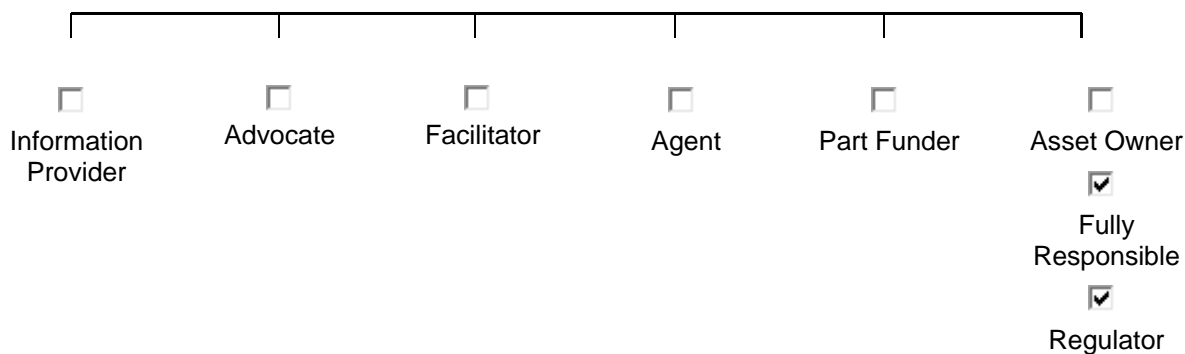
This report has been prepared in accordance with 5.2.1 of the Corporate Plan –

*“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 on time and within budget.

**INTERNAL/EXTERNAL CONSULTATION:**

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

**ATTACHMENTS:**

1. Operational Plan 2014/2015 Final.



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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.

# 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Completed and officially launched on 12 May with TPDD and the Chamber. Documents are available on Council's website.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Successfully secured the; <ul style="list-style-type: none"> <li>• Get Out Get Active</li> <li>• Graffiti Stop</li> <li>• Get Ready</li> </ul>	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	The work experience program for the 2014/15 year has been completed. The success of the program has seen another agreement entered into for the 2015/16 year. The program will have placements with the open spaces team.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Officers from the CEO unit and HR facilitated a workshop for Indigenous job seekers and also assisted in providing information to prospective Indigenous business owners regarding the Preferred Supplier process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<b>Major Initiatives</b>									
Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer	Progress	Comments	On Target to be completed
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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	<p>Officers worked in collaboration internally and externally to deliver a range of education initiatives. These include;</p> <ul style="list-style-type: none"> <li>• The Dump Stunt at the Port Douglas Markets</li> <li>• The Fish in the Foyer art opening and display</li> <li>• Far North Eco Week in June</li> <li>• Foxtan bridge clean up with the Elders Justice Group and Tangaroa Blue</li> <li>• Plastic Free Douglas working group with the Douglas Shire Sustainability Group, Tangaroa Blue, Bendigo Bank and Cairns and Far North Environment Group</li> <li>• Commenced work with Reef Guardian schools on a poster design competition on the effects of littering on the environment</li> <li>• Initiated the Douglas Green team a staff led program of green campaigns including; Switch off at work, Eco Christmas and Think before you Print.</li> </ul>	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	A number of initiatives were rolled out prior to the beginning of the wet season. An education program will be further developed and included in the 2015/2016 projects.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Tools and information have been uploaded onto the website. This information is updated on a regular basis and is an ongoing process.	<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.	<del>31/03/15</del> 30/04/15	EO	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	A final document was presented to Councillors and staff during April and is in use across Council.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	The final document is available on Council's website.	<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.	<del>28/02/15</del> 30/04/15	EO	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	The document has been uploaded to Council's website.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	There is a Grants link on Council's website which is regularly updated. Officers have facilitated two grant information session/ writing workshops and two RADF information sessions and facilitated a Sport and Recreation grants workshop. Officers have also assisted organisations with writing funding applications to secure funding.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	WTMA is involved with the development of the ebook along with a number of other key stakeholders. The sign posts have been ordered and final design still to be decided.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Officer attends majority of meetings.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



## 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	The Daintree Gateway was opened on Friday July 3, 2015. Some additional road signage is awaiting installation but this has been deferred until the traffic at the ferry has decreased from the holiday peaks to prevent further delays caused by traffic control	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	The Daintree Village study was extended to take in the area around Barratt's Creek, rather than start a Cooya study, as Barratt's Creek was identified as a priority by the consultants. The Daintree and Barrett's Creek and these studies have been completed and uploaded to Floodcheck website. Discussions have occurred with DNRM contractors in relation to remodelling of the Mossman River (Level 2 study previously completed but level of data was lacking), however the Project Manager has now advised that there are no more funds available for studies this year. Modelling independently will be considered in future government or Council programs .	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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### 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.
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> <del>31/03/15</del> 30/06/15	GMO	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Documentation has been received and reviewed. Meeting held with SES representative (QFES). Document sent to QFES for review. The SES Area Commander has advised that the SES are "not in a position to formally discuss or document an agreement between QFES and the Douglas Shire Council for the ongoing support of the State Emergency Service. Following the Departmental restructure our State Headquarters is still in the process of deciding on the content and format of the document which we are to use"	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Review of services and contract conducted. Presentation to Councillors at workshop held in March. Further work is occurring in this area in particular due to the expiration of of collection contracts in 2017	<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 type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Consultant completed review successfully. Councillors resolve not to continue with a chlorine free trial in current regulatory environment and state of critical infrastructure to support chlorine free water supply.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Relining and upgrade activities completed on the identified sewer infrastructure with noticeable reduction in groundwater infiltration. Continues with relining program in next financial year on critical sections identified.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Gas Chlorination buildings installed at Craiglie Reservoir and Mossman WWTP. Final commissioning on 28 July when the second phase of operators training will be completed.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	All work completed including PLC/SCADA modifications. A hypochlorite dosing system is currently installed to ensure safe water supply to Mossman, Cooya and Newell Beaches. The Water Supply Regulator approved commissioning of reservoir and chlorination system before the reservoir was brought on line in June 2015.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Acquired land for the future development of a 22 ML Reservoir in Port Douglas. Development Application being completed for land use and survey being undertaken. Alternative future funding sources being investigated.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## Development and Environment

### Ongoing Activities

The Development and Environment Section will be responsible for the following:

- Ensuring land use assessment and environmental planning functions are carried out in accordance with statutory requirements including processing of Development Applications and Operational Works Applications within legislated timeframes.
- Ensuring compliance with relevant State legislation, Council Local Laws and the Shire Planning Scheme.
- Administering Local Law, Environmental Health and other delegated licensing, permitting and registration functions.
- Undertaking strategic land use planning functions in accordance with statutory requirements.

### Major 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Council passed the necessary resolution on 26 June to prepare a new Planning Scheme and policies, adopt the draft prepared and refer the draft for State interest check and agreement to proceed to public consultation thereafter.	<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	Project grant acquitted and report presented to Council.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	A range of education initiatives have been undertaken including mail outs to problematic areas. Facebook "tips", updates to Council website, and the publication of education material have also been undertaken.. Officer interactions with pet owners are ongoing with positive outcomes. Increases to dog registrations have surpassed the 5% target for the year, ending on 5.9%.	<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 type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Officers have identified a range of issues and matters for improvement in the current local laws. A database containing technical information for improvement and enhancement has been developed to assist with the review. Further work will be undertaken in the 15/16 year to progress the process of amendment including a gap analysis against the draft Planning Scheme.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## Development and Environment

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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
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	MDE	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Leachate Management Plan completed and submitted to Regulator (EHP). While this part of the project is complete officers are continuing to review the best and most cost effective options for Council to manage leachate in the long term. This may lead to the current Plan being varied in the future.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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)	<del>30/06/15</del> 31/12/15	MDE	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	This project has proven far more complex and potentially costly than the information inherited when Development & Environment took over the solid waste area suggested. This included the solution indicated in the Transitional Environmental Plan being practically unachievable due to the unavailability of materials and the initial potential alternative having failure concerns in the tropical environment. Expert consultants are preparing a design brief for tender. The works will be undertaken in the 15/16 year.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

## 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	<del>30/06/15</del> 31/12/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Draft Coconut Management Plan has been endorsed by Council and community engagement is currently underway and will conclude on 20 July 2015. The feedback will be presented to Council at the meeting of 31 August 2015.	<input type="checkbox"/> Yes <input checked="" 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	A 5 year reseal plan has been developed and workshopped with the Council. This plan will be used to program work and set the capital works budget.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Roundabout landscaping completed early April in accordance with design plans.	<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	<del>30/06/15</del> 31/12/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A report was presented to the Council meeting of 16 June 2015 and further discussions with Cairns Regional Council need to take place prior to a further report to Council.	<input type="checkbox"/> Yes <input checked="" 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	<del>30/06/15</del> 31/12/15	MI	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	A report was presented to the Council meeting of 7 July 2015 and Council has endorsed the draft program. The draft program will be released for community engagement and a report on the final program will be presented to a future Council meeting.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

## 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
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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	In March 2015 the State Government suspended the Award modernisation process and on 4 June 2015 passed the Industrial Relations (Restoring Fairness) and Other Legislation Amendment Act 2015. Measures implemented by the State Government effectively voided this initiative.
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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Audit Committee endorsed Council's Enterprise Risk Management Register at its meeting on 16 April 2015.
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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	EServices Project has been completed and the product eServices launched and is currently being utilised by customers as another option to pay accounts to Council.

## 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	An audit matrix of issues raised by the Queensland Audit Office has been developed. Progress and status of these issues have been monitored by senior Management. Audit Matrix reported to Audit Committee on a regular basis. This will be an ongoing process.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Monthly financial report to Council has been enhanced to assist with the interpretation of the year to date results. Progress on Capital Works reported to Council on a quarterly basis. The 2015/16 budget timetable was endorsed by Management Team and relevant schedule advised to all Councillors.	<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>30/06/15</del> 31/12/15	MFIT	<input checked="" type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input type="checkbox"/> Completed	Appropriate plans have been implemented by the IT Section and progress is reported to the Management Team on a monthly basis. Implementation of some modules has been rescheduled to the next financial year to better align with business priorities.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No



## Governance

### Ongoing Activities

The Governance Section will be responsible for the following:

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

### Major 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Finalised in June 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.	<del>31/03/15</del> 31/05/15	MG	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Finalised in May 2015	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	This work has progressed and further streamlining will be ongoing.	<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.	<del>28/02/15</del> 30/06/15	MG	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Procurement Policy adopted by Council on 16 December 2014. Review of procurement practices by Internal Auditors has been completed and final report is still outstanding.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## Library

### Ongoing Activities

The Library Section will be responsible for the following:

- Coordinating, planning and delivering library services to residents and visitors of Douglas.
- Complying with 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	31/07/15	TLL & TLIT	<input type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Wi-Fi available; however all terms and conditions of proposal have not yet been fulfilled.	<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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Subscriptions reviewed.  "Lego n Knex for junior builders" has started.  "Storytime" and "Baby Rhyme time" being reviewed in line with "Best Start Family Literacy Initiative". "Dad's Read" introduced as part of "Best Start" initiative.  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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" 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

## 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 type="checkbox"/> Commenced <input type="checkbox"/> Not Commenced <input checked="" type="checkbox"/> Completed	Contracts register established in accordance with recommendations provided by internal auditors. Register will be updated with each new contact updated by Council.	<input checked="" type="checkbox"/> Yes <input 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