ORDINARY COUNCIL MEETING 29 APRIL 2014	5

APPLICATION FOR THE SURRENDER AND RE–ISSUE OF PERMIT TO OCCUPY 236964 OVER LOT D ON CROWN PLAN AP20233, CAPE TRIBULATION ROAD, KIMBERLEY

Graham Busby: Property Officer; #419573

Darryl Crees: General Manager Corporate Services

RECOMMENDATION:

That Council:

1. **advises the Department of Natural Resources and Mines that it has no objection to the surrender and re-issue of a Permit to Occupy 236964 over Lot D on Crown Plan AP20233 at Cape Tribulation Road, Kimberley subject to there being no change to the permitted use of the permit area; and**

2. **delegates authority to the Chief Executive Officer in accordance with Section 257 of the *Local Government Act 2009* to determine and finalise any and all matters associated with the subject Permit to Occupy.**

EXECUTIVE SUMMARY:

The Department of Natural Resources and Mines (DNRM) has requested Council's views in respect to the surrender and re-issue of a Permit to Occupy 236964 over Lot D on Crown Plan AP20233, situated at Cape Tribulation Road, Kimberley. Council has no objection to this application, subject to there being no change to the permitted use of the permit area.

BACKGROUND:

Permit to Occupy over Lot D on AP20233 commenced in 1995, with the purpose being for a marine facility to provide water access to the adjoining freehold property described as Lot 61 on SR894. The area of lot D on AP20233 is 25m2. This permit to occupy is held in perpetuity.

PROPOSAL:

As adjoining Lot 61 on SR894 has recently changed ownership and given that a Permit to Occupy is not transferable tenure, the application for the surrender and re-issue of the Permit to Occupy has been made in order to formalise the ownership of the tenure.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE:

This report complies with Council's general policy 'Managing Tenure over Council Owned and Controlled Property'.

FINANCIAL/RESOURCE IMPLICATIONS:

Council does not receive any income in respect to the Permit to Occupy and there is no cost to Council associated with its existence.

INTERNAL/EXTERNAL CONSULTATION:

The result of internal consultation with the operational areas of Council was as follows:

Development & Environment

In September 1986, the former Douglas Shire Council (DSC) resolved to approve on Lot 61 on SR894 a Town Planning Consent for a service station, restaurant and café with boat terminal adjacent to the waterway. In May 1995, building approval for the River Train was issued by DSC on lot 61 on SR894. In June 1995, DSC advised the DNRM that it did not object to the ramp and pontoon and occupancy of Lot D on AP20233. These works and uses were established prior to the current planning scheme and at that time the land was not considered to be effected by the Scheme. Continuing use rights apply for the use of the pontoon and ramp under the current scheme which came into effect on 4 September 2006. There are no further planning issues, provided the permit to occupy continues to remain associated with Lot 61 on SR894.

Water & Waste

No concerns raised.

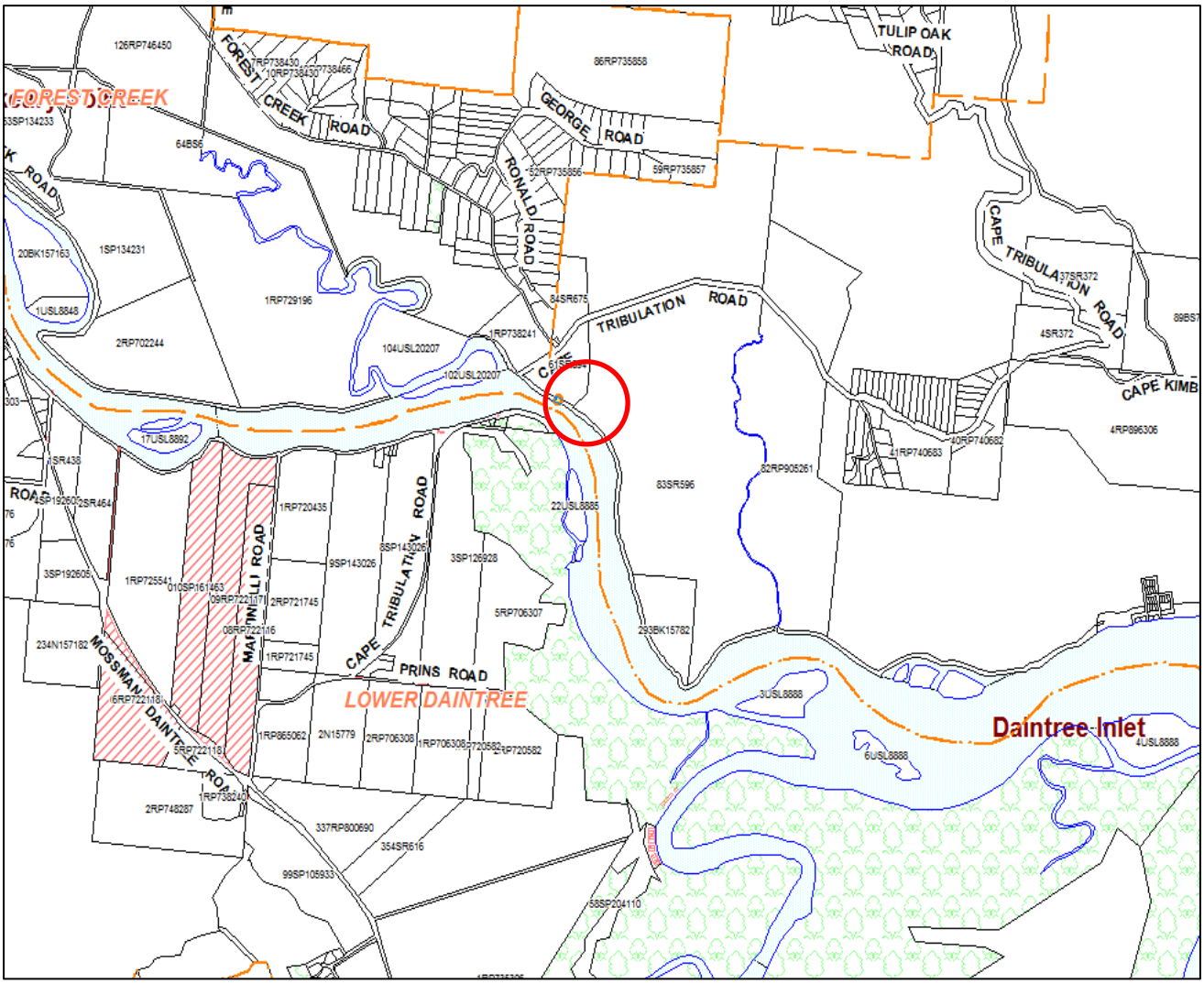
Infrastructure

No concerns raised.

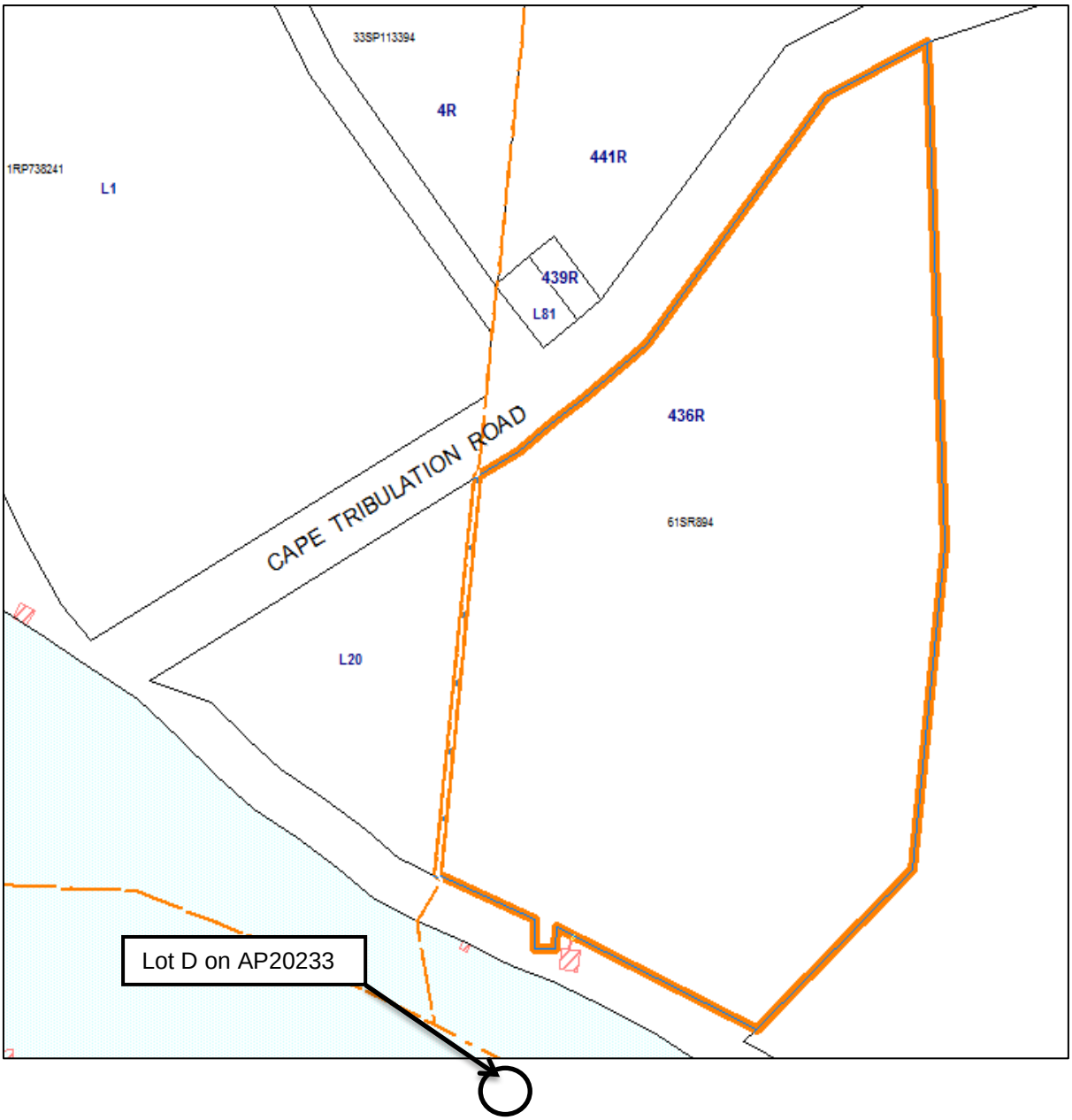
ATTACHMENTS:

Attachment 1 – Locality Map
Attachment 2 – Sketch Map
Attachment 3 – Aerial photo

Attachment A - Locality Map



Attachment 2 - Sketch Map



Attachment 3 - Aerial Photo

ORDINARY COUNCIL MEETING 29 APRIL 2014	6

APPLICATION FOR THE SURRENDER AND RE–ISSUE OF PERMIT TO OCCUPY OVER LOT 1 ON PER5501, ESPLANADE, DEGARRA

Graham Busby: Property Officer; #419644

Darryl Crees: General Manager Corporate Services

RECOMMENDATION:

That Council:

1. **advises the applicant that it has no objection to the surrender and re-issue of the Permit to Occupy over Lot 1 on PER5501, situated upon the Esplanade at Degarra, subject to there being no change to the permitted use of the permit area; and**

2. **delegates authority to the Chief Executive Officer in accordance with Section 257 of the *Local Government Act 2009* to determine and finalise any and all matters associated with the subject Permit to Occupy.**

EXECUTIVE SUMMARY:

Council has received an application in respect to the surrender and re-issue of a Permit to Occupy over Lot 1 on PER5501, situated upon the Esplanade at Degarra. Council has no objection to this application, subject to there being no change to the permitted use of the permit area.

BACKGROUND:

This Permit to Occupy commenced on 1 October 1988, the purpose of which is for a boat shed to be used in conjunction with the adjoining freehold property being Lot 6 on SP123877, which is located at Banabilla Road, Degarra. The area of lot 1 on PER5501 is 900m2. This permit to occupy is held in perpetuity.

Previously, such applications for surrender & re-issue of a Permit to Occupy were made directly to the Department of Natural Resources & Mines (DNRM) & then DNRM would write to Council seeking its views in respect to each application. Under a new process which has been introduced by DNRM, Council is now required to provide its comments/views directly to the applicant, as part of their properly made application to DNRM.

PROPOSAL:

As adjoining Lot 6 on SP123877 has recently changed ownership and given that a Permit to Occupy is not transferable tenure, the application for the surrender and re-issue of the Permit to Occupy has been made in order to formalise the ownership of the tenure.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE:

This report complies with Council's general policy 'Managing Tenure over Council Owned and Controlled Property'.

FINANCIAL/RESOURCE IMPLICATIONS:

Council receives general rates of approximately $850.00 per annum in respect to the Permit to Occupy and there are no costs to Council associated with its existence.

INTERNAL/EXTERNAL CONSULTATION:

The result of internal consultation undertaken with the operational areas of Council was as follows:

Development & Environment

The previous owner of the land applied for and gained a Building approval for the boat shed from the former Douglas Shire Council in March 1992. This was prior to the current planning scheme and at that time the land was not considered to be effected by the Scheme. Continuing rights apply for the use of the boat shed under the current scheme which came into effect on 4 September 2006. There are no further planning issues, provided the permit to occupy continues to remain associated with Lot 6 on SP123877.

Water & Waste

No concerns raised.

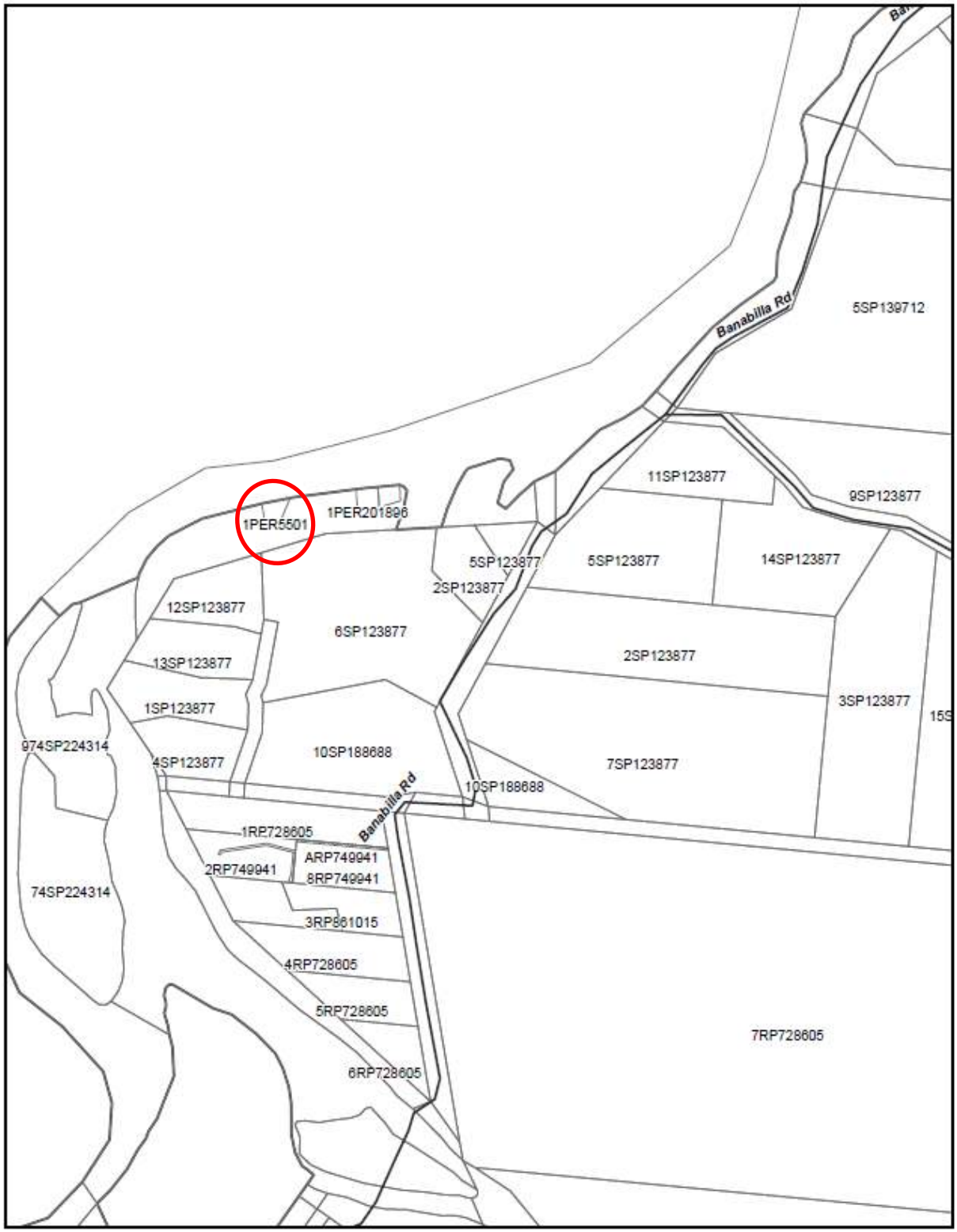
Infrastructure

No concerns raised.

ATTACHMENTS:

Attachment 1 – Locality Map
Attachment 2 – Sketch Map

Attachment A - Locality Map



DOUGLAS SHIRE COUNCIL

©2014 Douglas Shire Council (DSC). Based on or contains data provided by DSC and the State of Queensland Department of Natural Resources & Mines (NR&M) [2014]. In consideration of these agencies permitting use of this data you acknowledge and agree that these agencies give no warranty in relation to the data (including accuracy, reliability, completeness, currency or suitability) and accept no liability (including without limitation, liability in negligence) for any loss, damage or costs (including consequential damage) relating to any use of the data. Data must not be used for direct marketing or be used in breach of the privacy laws.

Scale
1cm = (?? m or km) at A4

Map Grid of Australia
Zone 55 (GDA94)

N
W E
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Attachment 2 – Sketch Map

DOUGLAS SHIRE COUNCIL

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Map Grid of Australia
Zone 55 (GDA94)

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ORDINARY COUNCIL MEETING 29 APRIL 2014	7

COMMUNITY SUPPORT PROGRAM AND GENERAL POLICY

Helen Coulthard: Community & Economic Development Officer (#419446)

Kerrie Hawkes: Executive Officer

RECOMMENDATION:

That Council:

1. **adopts the Community Support Program taking into account feedback received from the community; and**

2. **endorses the Community Support Policy; and**

3. **delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any minor amendments in relation to the Community Support Program**

EXECUTIVE SUMMARY:

This report is in response to Council's resolution at the Ordinary Meeting 1 April 2014 that the Community Support Program Policy be advertised to the public for a period of ten (10) days and the Community & Economic Development Officer report back to the Council Meeting on 29 April 2014.

BACKGROUND:

At Council's Ordinary Meeting 1 April 2014 reports on the Community Support Program Policy and Guidelines and Events General Policy and Strategy were presented. Councillors were unanimous in their support to give the community two weeks to provide feedback.

The community was advised that feedback was sought via:

- Media Release issued 1 April 2014
- Port Douglas & Mossman Gazette article 3 April 2014
- Port Douglas & Mossman Gazette Community Matters 10 April 2014
- The Newsport Daily
- Douglas Shire Council website and Facebook page
- Email circulated to Douglas Community Agency Network (CAN), sport, recreation, arts and cultural networks 1 April 2014

The policies and guidelines were able to be downloaded from Council's website and hardcopies were also available from the Front Street Administration Building.

Submissions were accepted up to 5pm 15 April 2014.

A total of four (4) submissions were received in relation to the Community Support Program. One (1) submission was received after the closing date.

The submissions were supportive of the Community Support Program and General Policy with suggestions of word changes to improve the documents. Taking into account comments received, the Community Support Program Guidelines have been amended.

PROPOSAL:

The proposal is for Council to adopt the Community Support Program taking into account feedback received from the community and endorse the Community Support Policy.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE:

Douglas Shire Council Operational Plan January 2014 – June 2014

- Develop and implement a community grants and resources program and policy.

FINANCIAL/RESOURCE IMPLICATIONS:

The costs associated with running the Community Support Program are to be provided for in the budget for the 2014/15 financial year.

A Community & Economic Development Officer will be responsible for administering the Community Support Program and reporting to Council on funding recommendations as well as listing unsuccessful applications. Three impartial Council officers will be responsible for assessing applications after the funding round closes. A Council officer will be responsible for transferring funds to successful applicants on return of signed funding agreements.

RISK MANAGEMENT IMPLICATIONS:

There is risk in relation to allocating public money to community organisations through the community grants program. Council staff will conduct workshops in the community to explain the program as well as the application, assessment and acquittal processes. Workshops will also reiterate the importance of using and acquitting public funds. Council officers will also be available to assist applicants with queries in relation to completing applications and outcome reports.

Council's Risk Management procedures in relation to the outstanding Outcome Reports will consist of the following:

- Requests for extension of project timelines and/or Outcome Report deadlines are to be submitted in writing to appropriate Council officer.

- Council grants extensions of project timelines and/or Outcome Report deadlines on a case by case basis when such requests are deemed to be justified.
- Council officer contacts grantees who have obtained extensions on projects on a regular basis to monitor progress.

Council will understand that at times grantees may face circumstances beyond their control which impact on project timelines and will try to support community organisations in such situations to achieve the original outcomes of awarded projects.

There may be a risk of conflict arising between applicants, the assessment panel, Council staff, or elected members. If this occurs, the applicant will be encouraged to contact the Council officer about any disagreement or conflict with the grant application. Applicants will have the right to request a meeting with Council staff to obtain feedback about their application or to view the minutes of assessment meetings.

To mitigate this risk minutes will clearly document assessment panel members' comments as to why an application should or should not be funded, with suggestions on where application could be improved for future submissions. In addition, feedback forms have been developed to gauge feedback from the people attending community workshops and from people who submitted applications so that Council can refine processes, presentation tools and other practices to improve the program.

SUSTAINABILITY IMPLICATIONS:

ECONOMIC: One of the objectives of the Community Support Program is to assist not-for-profit organisations develop programs, projects or activities that provide economic benefits to the Shire including promoting employment and volunteering opportunities.

ENVIRONMENTAL: One of the objectives of the Community Support Program is to assist not-for-profit organisations develop programs, projects or activities that encourage environmental protection and sustainability.

SOCIAL: One of the objectives of the Community Support Program is to assist not-for-profit organisations develop programs, projects or activities that encourage community involvement and participation.

INTERNAL/EXTERNAL CONSULTATION:

Relevant Douglas Shire Council staff
Douglas Shire Council elected members – Briefing 18 March 2014
Douglas Shire Community

ATTACHMENTS

Community Support Program Guidelines (#419784)

DOUGLAS
SHIRE COUNCIL

Community Support Program - Guidelines

OVERVIEW

Council provides assistance to not-for-profit organisations through the Community Support Program, which is aligned with the following themes of Council's strategic direction:

- Celebrate our Communities
- Improve environmental performance
- Engage, Plan, Partner

A community organisation is defined by the *Local Government Regulation 2012* to be an entity that carries on activities for a public purpose, or another entity whose primary object is not directed at making a profit.

Council recognises that supporting community organisations through financial and in kind assistance is essential in helping develop and deliver programs, activities and projects that provide cultural, recreational, environmental, community and economic development opportunities in the Douglas Shire.

BEFORE YOU START

Please thoroughly read and understand the funding guidelines and the application form before applying. You may wish to discuss your project with an appropriate Council officer prior to completing your application to make sure it falls within the guidelines.

The level of assistance available is determined by Council's budget decisions and priorities. **Applicants cannot be guaranteed funding nor guaranteed to receive the full amount requested.** Although an application may meet the assessment criteria, grants are highly competitive and approval will depend on available funds and the quality of applications.

Applications will be evaluated on merit against eligibility and assessment criteria, in a transparent and equitable manner in accordance with Council's Community Support Program Policy.

Applicants need to be aware that the grant assessment process may take up to three months from the closure of the funding round, or from application lodgement (for in-kind applications). This should be factored into the planning for your project.

Applications that were successful through a previous Council Community Support Program must acquit the current grant before applying again.

OBJECTIVES

The objective of Council's Community Support Program is to assist not-for-profit organisations, groups or individuals develop programs, projects or activities that will benefit the Douglas Shire Council communities by:

- Encouraging community involvement and participation in a diverse range of sport and recreational, cultural and artistic, environmental and community activities
- Fostering an understanding and appreciation of the Shire's history, heritage and cultural diversity
- Promoting and encouraging environmental protection and sustainability
- Supporting and building relationships with disadvantaged or vulnerable groups in our communites

- Providing economic benefits to the Shire including promoting employment and volunteering opportunities
- Promoting the Douglas Shire as an area of opportunities for families, lifestyle and business
- Facilitating strong, sustainable and resilient communities
- Developing community resources (human, financial and infrastructure)
- Enhancing communications and partnerships with community organisations and Council
- Increasing opportunities for use of public space and facilities across the Shire
- Supporting the development and growth of activities and programs across the Shire

ELIGIBILITY

Eligible Applicants:

- An organisation that has a majority of members based within the Douglas Shire; and
- A properly constituted (incorporated) not-for-profit organisation; or a charitable organisation registered or sanctioned under the *Collections Act 1966*

A group that is not a properly constituted organisation or an individual must source an eligible applicant to apply on their behalf.

Ineligible applicants:

- Individuals; or
- Commercial organisations; or
- Successful applicants that have received the maximum funding amount this financial year; or
- An organisation or group that has not finalised acquittal requirements of previous Council funding; or
- An organisation or group that has overdue outstanding debts to Council for rents, rates, fees; or
- A government agency or department of local, state or federal government; or
- A political group or organisation; or
- A discriminatory group or organisation; or
- A school, university or TAFE college; or

- An organisation or group supported by gaming machine income

Eligible projects, activities and programs:

- Sport and Recreational; or
- Arts and Cultural; or
- Community Developmental; or
- Environmental; and
    - occur within the Douglas Shire; and
    - demonstrate strong community benefit, need and support; and
    - demonstrate measureable improvements toward at least one of the program objectives.

Ineligible projects, activities and programs:

Projects, activities or programs that:

- have already taken place; or
- are subject to litigation; or
- are the core business of educational, religious and political organisations; or
- are exclusive to group members and not open community activities; or
- are capable of being self-funded by the organisation; or
- duplicate existing services or programs in the Shire; or
- generate profits for distribution to individuals within the organisation; or
- support private and/or commercial ventures; or
- do not provide a direct benefit to residents of the Douglas Shire; or
- are for general operating and maintenance costs, prizes, wages, travel, repayment of debts; or
- are for land, buildings or facility purchases; or
- have been previously funded by Council's Community Support Program; or
- are seasonal or regular bookings of Council facilities.

TYPES OF FUNDING

In kind Assistance

Council resources and capabilities may be available to support community projects and activities for sport, recreation, community, environmental, arts and cultural organisations through In Kind Assistance. This means Council contributes resources, materials and/or services, that are within Council's core business, to a project, program or activity, free of charge, up to the granted amount. For projects and activities where Council's total delivery costs exceed the granted amount the applicant must pay the remainder of the costs.

- Please note requests for assistance for services **that Council contracts to other organisations and businesses** are **ineligible** (except wheelie bins)
- Minimum amount: $250 (excluding GST)
- Maximum amount: $2000 (excluding GST)
- Applicants may submit multiple applications at any time during the financial year to a combined total of $2000. Applicants will need to pay for any expenses exceeding $2000
- Applications must be signed by a duly elected Office Bearer or Manager with appropriate delegation
- This funding program is a competitive process. All applications will be subject to the eligibility requirements and assessment criteria. The level of assistance is limited by Council's budget decisions and priorities in the corporate and operational plans.
- In-kind applications must be lodged a minimum of two months prior to the start of the project, activity or program

Community Support (Minor)

Eligible applicants may apply for the following to assist with conducting eligible projects, activities or programs for amounts:

- Minimum amount: $500 (excluding GST)
- Maximum amount: $2000 (excluding GST)

Community Support (Major)

Eligible applicants may apply for the following to assist with conducting eligible projects, activities or programs for amounts:

- Minimum amount: $2001 (excluding GST)
- Maximum amount: $10000 (excluding GST)

For both Minor and Major Community Support Programs:

- Organisations may lodge ONE Community Support (Minor) and ONE Community Support (Major) application per funding round so long as funding is not for the same project, activity or program

- Eligible applicants who have not previous received funding under this program this financial year are strong encouraged to apply
- All applications must be signed by a duly elected Office Bearer or Manager with appropriate delegation
- This funding program is a competitive process. All applications will be subject to the eligibility requirements and assessment criteria. The level of assistance is limited by Council's budget decisions and priorities in the corporate and operational plans.
- Applications must be lodged by the Funding Round Closing deadline
- Initial funding round will occur in May each year for projects proposed to be undertaken in the upcoming financial year, with a subsequent round to be called in the second-half of the new financial year, subject to funds availability.
- Project must be completed within 12 months of receipt of funding
- Funding will be provided on a 'project' or 'program' basis
- Funding will not be recurrent

FUNDING ROUNDS

In-kind Assistance

- Open all year round (subject to budget)

Community Support (Minor)

- Initial round opens first Monday in May and closes last Friday inMay
- Second round opens in second half of financial year (subject to funds availability)

Community Support (Major)

- Initial round opens first Monday in May and closes last Friday in May
- Second round opens in second half of financial year (subject to funds availability)

PROJECT, ACTIVITY OR PROGRAM DEFINITION

Applicants must provide specific details of the project, activity or program in need of Council's support on the application form.

ASSESSMENT CRITERIA

Each application will be assessed on criteria and scaled from "Not evident" to "Excellent" as per the following Matrix

Assessment Matrix

	Assessment Criteria	Not evident (0)	Evident (1)	Fair (2)	Good (3)	Very Good (4)	Excellent (5)
1	**The application aligns with Council's corporate and operational plans.**	Unclear and/not evident.	Evident.	Clear.	Clear, convincing, but not distinctive.	Clear, convincing and distinctive.	Very clear, convincing and distinctive.
2	**The applicant has the ability to deliver the project, activity or program.**	Unclear and/not evident.	Evident.	Clear.	Clear, convincing, but not distinctive.	Clear, convincing and distinctive.	Very clear, convincing and distinctive.
3	**The project, activity or program has a demonstrated need.**	Unclear and/not evident.	Evident.	Clear.	Clear, convincing, but not distinctive.	Clear, convincing and distinctive.	Very clear, convincing and distinctive.
4	**The project, activity or program has community support.**	Unclear and/not evident.	Evident.	Clear.	Clear, convincing, but not distinctive.	Clear, convincing and distinctive.	Very clear, convincing and distinctive.
5	**The project, activity or program has community benefits.**	Not evident, unconvincing.	Evident.	Some attempt to identify short term benefits to the community.	Clearly identifies short term benefits to the community.	Clearly identifies and justifies realistic short term benefits to the community.	Very clearly identifies and justifies realistic short term benefits to the community.
6	**There is evidence of effective consultation and partnerships undertaken during the project development.**	Unclear and/not evident.	Evident.	Clear.	Clear, convincing, but not distinctive.	Clear, convincing and distinctive.	Very clear, convincing and distinctive.
7	**The project, activity or program will be measured and/or evaluated to determine whether it has been successful in achieving its desired outcomes.**	Not evident, unconvincing.	Evident.	Some attempt to identify measurement tools and processes.	Clearly identifies realistic measurement tools and processes.	Measurement and evaluation processes are comprehensive and sound.	Measurement and evaluation processes are comprehensive and sound, with clear systems in place to assess success.

SUPPORTING DOCUMENTATION

Applications should include:

- Letters of Support from community (not required from Mayor or Councillors)
- A copy of the applicant's Certificate of Incorporation/Charity Status
- A copy of a Certificate of Currency for appropriate public liability insurance coverage (in total and per event) based on the level of risk that is current and remains current for the term of the Project
- Property owner approval if applicable
- Quotes to support expenditure
- Latest signed, audited financial statement for the organisation (not required for In-Kind)
- All statutory approvals required for planned works, if applicable

APPLICATION AND APPROVAL PROCESS

1. Applications must be completed using the appropriate form and submitted to Council within the designated timeframe.
2. Applications will be received and collated by the Community and Economic Development officer.
3. Applications will be reviewed to determine eligibility and completeness. Applicants will be notified within five working days of receipt of the application, if it is deemed ineligible or appears incomplete. The applicant has one opportunity to alter and resubmit the application. The resubmission must be received within five working days of the applicant being notified.
4. All eligible and complete applications will then be submitted to a panel of three impartial Council Officers where each application will be assessed against the selection criteria.
5. Recommendations from the assessment process of Community Support Minor and Major applications will be submitted in a report to Council for final approval, at the next ordinary Council meeting, with Council decisions recorded in a resolution.

   Recommendations from the assessment process of In-kind applications will be submitted to the Chief Executive Officer for final approval.
6. All applicants will be informed of the outcome of their application within five working days of a decision being made.
7. Arrangements for successful applications will be made within six weeks of approval.

ACQUITTAL REQUIREMENTS

Acquittal requirements for Community Support (Minor) and Community Support (Major) programs include:

1. Completed acquittal form
2. Proof that the project, activity or program took place, including at least two high resolution photos of the completed works or participants attending
3. Consent form of all people identifiable in the photos to use photos for promotional purposes
4. Proof of expenditure (copy of receipts);
5. Unexpended funding; and
6. Proof of the acknowledgement of Council funding (eg Douglas Shire Council logo on website, event program, newsletter, verbal acknowledgement at launch; or invitations for Councillors to attend functions)

In-kind assistance is not required to be acquitted, however public acknowledgement of Council's in-kind support is required, with proof forwarded to Council after completion of the project, activity or program.

CONDITIONS

Successful applicants will be required to:

- Sign a funding agreement; (not required for In-kind assistance)
- Submit a Tax Invoice (if registered for GST) for the amount of the Grant plus GST or an Invoice (if not registered for GST) for the amount of the Grant, noting GST not applicable. Successful organisations without an ABN will be required to complete a Statement of Supplier obtained at http://ato.gov.au/uploadedFiles/Content/MEI/downloads/BUS38509n3346_5_2012.pdf Council is required to withhold 48.5% tax if an ABN or a State by Supplier form is not supplied; (not required for In-kind assistance)
- Undertake that no changes to the approved project, activity or program (that will alter the level of community benefit that will be delivered compared to that declared in the application) will be made without the prior agreement of Council; (not required for In-kind assistance)
- Conduct a risk assessment and obtain appropriate Public Liability Insurance cover (in total and per event) based on the level of risk if the project, activity or program includes participation by members of the general public, with evidence of these required prior to commencement;
- Obtain all necessary permits/approvals and insurance cover relating to the project for which the grant is awarded, with evidence of these required prior to commencement;

- Use the funds for the purpose for which they are granted in accordance with the Community Support Program Conditions of Funding, within 12 months of the receipt of funds; (not required for In-kind assistance)

- Submit the required acquittal documents within one month of completed project, activity or program to demonstrate that the grant has been used for the intended purpose; (not required for In-kind assistance, other than providing proof of public acknowledgement of Council's support.)

- Return unspent grant funds to council within one month of the completed project, activity or program . (not required for In-kind assistance)

LODGEMENT
Completed applications and supporting documentation may be lodged by:

Post Douglas Shire Council
Community Support Program
PO Box 723
MOSSMAN QLD 4873

In person Douglas Shire Council
Community Support Program
64-66 Front St
MOSSMAN QLD 4873

Email ceounit@douglas.qld.gov.au
Fax (07) 4098 2902

CONTACT AND ASSISTANCE DETAILS
For further information on the Community Support Program, or to obtain assistance with completing the application, please contact Council's Community & Economic Development Officer.
Telephone: (07) 4099 9444
Email: ceounit@douglas.qld.gov.au

CHECKLIST

- ❒ Read Guidelines and application in full

- ❒ Identify if you are eligible to apply for funding

- ❒ Identify if your project is eligible for funding

- ❒ Consult with an appropriate Council officer for clarification if required

- ❒ Complete the appropriate Application Form

- ❒ Ensure your application is submitted by the closing deadline, if applicable, or at least two months before your project for in-kind assistance

- ❒ Be clear and succinct about what you intend to do and what your project aims to achieve

- ❒ Consider the short-term and long-term outcomes of your project and how the project will benefit the local community

- ❒ Ensure all aspects of the project described in your application are eligible

- ❒ Ensure application includes all quotes and supporting information if required
- ❒ Retain a copy of your application for your records

ORDINARY COUNCIL MEETING 29 APRIL 2014	8

REGIONAL ARTS DEVELOPMENT FUND (RADF) EXPRESSION OF INTEREST 2014-2015

Helen Coulthard: Community and Economic Development Officer (#419488)
Kerrie Hawkes: Executive Officer

RECOMMENDATION:

That Council:

1. **endorses the 2014-2015 Regional Arts Development Fund Expression of Interest to Arts Queensland based on a Council contribution of $6,000; and**

2. **delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any minor amendments in relation to the Regional Arts Development Fund Expression of Interest 2014-2015.**

EXECUTIVE SUMMARY:

Each year local government organisations across Queensland participate in the Regional Arts Development Fund (RADF) program. Previously all councils were required to submit to Arts Queensland a funding bid for the following financial year's funding allocation.

In 2014 Arts Queensland (AQ) advised that councils are not required to formally bid for the RADF investment as in previous years. An Expression of Interest was required to be lodged by 17 April 2014; however Arts Queensland granted an extension to 1 May 2014 to enable consultation and input from RADF Committee and community.

The RADF Expression of Interest consists of:

- Financial Projection 2014-15, which comprises
    - Unspent 2013-14 RADF funds carried forward to be used in 2014-15 (anticipated to be nil after advice from Arts Queensland to spend before end of financial year);
    - Council RADF Contribution, and
    - Amount requested from AQ (which is to be no more than previously provided);
- Program (how funding will be used); and
- Budget

BACKGROUND:

The Regional Arts Development Fund (RADF) is a longstanding and high successful partnership between the State Government (Arts Queensland) and councils which enables communities to undertake arts and cultural activities that reflect local interests and skills.

In 2013-14 the State Government invested just over $2 million in RADF with a further $1.49 million contributed by the 55 participating councils in Queensland.

To further strengthen the State Government's partnership approach with local government and better reflect the priorities of the *Arts for All Queenslanders* strategy released by Minister Ian Walker in December 2013, Arts Queensland intends, during 2014, to engage with councils. To identify a new business model for delivery of RADF from 2015 AQ will meet with councils and local stakeholders to determine how:

- a greater customer focus can be applied to support individually tailored partnerships with councils in response to local needs
- program administration can become more efficient and streamlined including simplification of guidelines and reporting requirements
- direct links can be made to regional priorities as identified in local council planning frameworks, the Arts for All Queenslanders Strategy and The Queensland Plan
- Arts Queensland's role in the partnership can shift to that of broker, connector, networker and enabler

As 2014 is a year of consultation and experimentation, councils are not required to formally bid the RADF investment as in previous years. Arts Queensland will provide a similar amount to that of recent years with councils also expected to contribute to the same level.

Cairns Regional Council bid for 2013-14 comprised a Council contribution of $80,000, with and expected Arts Queensland contribution of $70,000. Council's bid covered the whole of the Cairns Regional Council and as part of the de-amalgamation process, part of the grant was apportioned (post 1 January 2014) to the new Douglas Shire.

As part of the de-amalgamation process, just under $5,000 was transferred from Cairns Regional Council to the new Douglas Shire Council for the RADF program from 1 January to 30 June 2014.

The former Douglas Shire's bid for 2007-08 consisted of $30,400 Council contribution and $43,733 requested from Arts Queensland.

In light of de-amalgamation, Council will need to consider rebuilding its RADF program over time. The Expression of Interest figure is based around what Council's 2014/15 budget allocation of $6,000, with an amount requested from Arts Queensland of $14,000 based on the 70/30 ratio, based on population, which has been used in previous years. This would equate to a RADF budget of $20,000.

PROPOSAL:

The proposal is for Council to:

- endorse the 2014-2015 Regional Arts Development Fund Expression of Interest to Arts Queensland based on a Council contribution of $6,000; and
- delegate authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any minor amendments in relation to the Regional Arts Development Fund Expression of Interest 2014-2015.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE:

Douglas Shire Council Operational Plan January 2014 - June 2014

- Develop and implement a community grants and resources program and policy

FINANCIAL/RESOURCE IMPLICATIONS:

The costs associated with running the RADF Program are to be provided for in the budget for the 12 months to 30 June 2015.

The RADF Liaison Officer will be responsible for administering the RADF Program and reporting to Council on funding recommendations as well as listing unsuccessful applications. The RADF Committee will be responsible for assessing applications after the RADF funding round closes. A Council officer will be responsible for transferring funds to successful applicants on return of signed funding agreements.

RISK MANAGEMENT IMPLICATIONS:

There is risk in relation to allocating public money to through the RADF program. Council staff will conduct workshops in the community to explain the program as well as the application, assessment and acquittal processes. Workshops will also reiterate the importance of using and acquitting public funds. Council officers will also be available to assist applicants with queries in relation to completing applications and outcome reports.

Council's Risk Management procedures in relation to the outstanding RADF Outcome Reports will consist of the following:

- Requests for extension of project timelines and/or Outcome Report deadlines are to be submitted in writing to appropriate Council officer.
- Council grants extensions of project timelines and/or Outcome Report deadlines on a case by case basis when such requests are deemed to be justified.
- Council officer contacts grantees who have obtained extensions on projects on a regular basis to monitor progress.

Council will understand that at times grantees may face circumstances beyond their control which impact on project timelines and will try to support artists and organisations in such situations to achieve the original outcomes of awarded projects.

There may be a risk of conflict arising between applicants, the RADF Committee, Council staff, or elected members. If this occurs, the applicant will be encouraged to contact the Council officer about any disagreement or conflict with the grant application. Applicants will have the right to request a meeting with Council staff or RADF Committee to obtain feedback about their application or to view the minutes of assessment meetings.

To mitigate this risk minutes will clearly document RADF comments as to why an application should or should not be funded, with suggestions on where application could be improved for future submissions. In addition, feedback forms have been developed to gauge feedback from the people attending community workshops and from people who submitted applications so that Council can refine processes, presentation tools and other practices to improve the program.

SUSTAINABILITY IMPLICATIONS:

ECONOMIC: One of principles of the RADF Program is to support professional artists and artsworkers develop their skills and arts activities and initiatives in regional Queensland.

SOCIAL: One of the principles of the RADF Program is to support participation of community members in arts development projects run by professional artists and artsworkers.

INTERNAL/EXTERNAL CONSULTATION:

- Partnerships Officer – Arts Queensland
- Relevant Douglas Shire Council staff
- General community was invited to submit responses to survey regarding the current level of interest in the Douglas 2014-15 RADF program.
- Links to the survey were published on Council's website as well as distributed to individual artists, arts groups, cultural groups and organisations.

ATTACHMENTS:

Regional Arts Development Fund (RADF) Expression of Interest 2014-2015 (#419691)
Community Consultation Survey Form (#419693)

Regional Arts Development Fund (RADF)
Expression of Interest 2014-15

Councils participating in RADF are required to submit an Expression of Interest (EOI) for 2014-15.

Proposals should be no more than 3 pages and include a budget breakdown.

The EOI should clearly identify the planned arts and cultural activity for 2014-15.

Please email your EOI to RADF@arts.qld.gov.au by the closing date: 17 April 2014

Council Details

Council name: Douglas Shire Council	
Council ABN: 71 241 237 800	**Population:** 10,829 (ABS 2011 Census)
Postal address: PO Box 723 MOSSMAN QLD 4873	
Chief Executive Officer name: Linda Cardew	
Phone: (07) 4099 9444	**Email:** ceounit@douglas.qld.gov.au
RADF Liaison Officer name: Helen Coulthard	
Phone: (07) 4099 9484	**Email:** Helen.coulthard@douglas.qld.gov.au

Financial Projection 2014-15

Unspent 2013-14 RADF funds carried forward to be used in 2014-15	$0
Council RADF Contribution	$6,000
Amount requested from AQ (no more than previously provided)	$14,000
TOTAL	$20,000

Program 2014-15

Please outline how RADF funding will be used in 2014-15. Please include the completed budget form provided.

It is strongly recommended that you consult with your community to inform the proposal.

You might also consider how the development of quality partnerships between the arts and cultural sector, communities, business and non-arts sector or with other councils, organisations or groups can be supported. Financial partnerships with industry and private sector to further the development of significant projects are encouraged.

Your program should be based on council's current cultural and community plans and/or policies and should align with the principles and priorities of the Arts for All Queenslanders strategy 2014-18. See the full strategy at www.arts.qld.gov.au

The following criteria have been developed from the Queensland Government's Arts and Cultural Investment Framework. While not essential, you may like to consider these in completing the expression of interest for 2014–15.

Quality

- clear connection to local arts and cultural priorities and community plans
- contribution to development of local artists and arts and cultural sector
- high standard of artistic and cultural products and/or services to be supported

Reach

- demonstrated community demand or need
- broad communication and marketing of opportunities and outcomes
- likely public outcomes and participant/audience numbers
- accessibility to diverse audiences, participants and communities or to locally determined target groups
- geographic spread of outcomes

Value

- impact of Queensland Government investment and value for money
- cultural, social or economic outcomes
- collaboration or partnership with arts and non-arts sectors (financial and/or in kind support)

Viability

- effective use of resources
- strong governance and management of all aspects of the program
- enterprising and innovative approaches
- clear Council commitment to program, including adequate in-kind resources

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Certification

I, the undersigned, certify that:

- The statements in this RADF Expression of Interest are true and correct to the best of my knowledge and belief that the information is that of the Council named in this application.
- I have read and understood the Information Privacy and Right to Information Statement below and agree to the use and disclosure of information as outlined in the Statement.

  Information Privacy and Right to Information

  The information you provide in your Expression of Interest will be used by Arts Queensland to process and assess your Expression of Interest and, if successful, to process, pay and administer your allocation.

  Arts Queensland treats all information in accordance with the *Information Privacy Act 2009*. The provisions of the *Right to Information Act 2009* apply to documents in the possession of Arts Queensland.

Signature: _____ **Date:** / /

Name in full: _____

Position: Chief Executive Officer

Regional Arts Development Fund (RADF) Expression of Interest 2014-15

BUDGET

EXPENDITURE	AMOUNT	INCOME	AMOUNT
Round 1	8,000	Douglas Shire Council Contribution	6,000
Round 2	8,000	AQ RADF Contribution	14,000
RADF Committee Training	2,000		
Arts & Cultural Policy Development	1,000		
Quick Response Grants	1,000		
TOTAL	**20,000**	**TOTAL**	**20,000**

Douglas Shire Council de-amalgamated from Cairns Regional Council 1 January 2014. The new Douglas is keen to rebuild the RADF program to foster professional and emerging artists and arts workers in our Shire. Our Shire is rich in cultural and artistic ability, with various avenues for artists to showcase their talents through a vibrant, active arts and cultural community.

Douglas Arts Base (DAB Studio Gallery) has worked closely with Mossman Council staff under Cairns Regional Council in previous years, partnering in artistic events celebrating International Women's Day and Seniors Week. Council staff continue to work closely with DAB in identifying possible partnerships for future activities.

Douglas Shire Historical Society and Douglas Theatre Arts Group are also strongly supported by Douglas Shire Council in providing arts and cultural activities in the Shire.

The Mossman Gorge Centre has opened in recent years, featuring the Indigenous Art Gallery and works from local artists. In addition we have two local indigenous artists with their own Mossman galleries, Janbal Gallery and Shanelle's Indigenous Artifacts.

Our Shire also has two dance schools, Mossman's Bodies in Motion Dance School and Port Douglas Academy of Performing Arts, with professional dancers teaching people of all ages.

The Shire is currently fortunate to have an internationally renowned mezzo soprano living in the area, sharing her passion for singing with students and members of Douglas Shire Seniors Inc.

Douglas Shire residents recently appeared in Cairns Coral Society's Phantom of the Opera. These local talented theatrical performers are interested in organizing workshops for residents.

Since de-amalgamation Douglas Shire Council is also opening its foyer up to enable local artists to install works for periods of time to showcase their works, and create an ambience conducive to art appreciation.

Arts and culture is alive and well in Douglas and Council's RADF program aims to give professional and emerging artists in the Shire opportunities to develop professionally as

well as provide the community with the chance to experience and appreciate art and culture.

Regional Arts Development Fund (RADF)

Community Feedback - 2014/15 Program

Douglas Shire Council is seeking your feedback to gauge local interest levels in the 2014-15 RADF Program.

Your input may assist in formulating Council's RADF Expression of Interest 2014-15 to Arts Queensland by helping identify the planned arts and cultural activity for the upcoming financial year.

If you are considering a project which might require RADF assistance, would you please take few moments to respond?

Please note your responses do not guarantee future RADF funding nor require you to commit to submitting an application.

Privacy Statement

Douglas Shire Council is collecting your personal information for the purpose of preparing an Expression of Interest to Arts Queensland for the RADF 2014/15 Program. The collection of this information is authorised under the *Local Government Act 2009*. Your personal information will be handled in accordance with the *Information Privacy Act 2009* and will be accessed by persons who have been authorised to do so. Your information will not be given to any other person or agency unless you have given Council permission to or the disclosure is required by law.

Full Name: _____

Are you:

- ❒ an Individual?
- ❒ a Group?
- ❒ an Organisation?

Please indicate if you or your group/organisation predominantly identifies with any of the following community groups:

- ❒ Aboriginal people
- ❒ Torres Strait Islanders
- ❒ Australian South Sea Islanders
- ❒ Children and young people (30 years and under)
- ❒ Older people (over 55 years of age)
- ❒ People with a disability
- ❒ Women
- ❒ People from culturally and linguistically diverse backgrounds (CALD)

Do you intend to apply to the RADF Program for 2014-15?

- ❒ Yes
- ❒ No

If yes, what is the main art form of your proposed project? (Please select one only)

- ❒ Craft
- ❒ Theatre
- ❒ Dance
- ❒ Museums/Collections
- ❒ Design
- ❒ New Media

- ❒ Music
- ❒ Festivals
- ❒ Visual Arts
- ❒ Writing

What RADF category will your proposed RADF project relate to?

(For more information on categories, please refer to Page 5 of the RADF Guidelines at http://www.arts.qld.gov.au/funding/radf-applicants.html)

- ❒ Developing regional skills
- ❒ Building community cultural capacity
- ❒ Interest-free arts loan
- ❒ Cultural tourism
- ❒ Contemporary collections/stories
- ❒ Regional partnerships
- ❒ Concept development
- ❒ Arts policy development and implementation

For your proposed project, please *estimate* the RADF Amount you will apply for? $ _____

Please indicate what additional support and/or funding you might consider for your proposed project:

- ❒ Cash sponsorship
- ❒ In-kind partnerships
- ❒ Other grant funding
- ❒ Other

Please indicate which of the following community groups will specifically benefit from your proposed project:

- ❒ Aboriginal people
- ❒ Torres Strait Islanders
- ❒ Australian South Sea Islanders
- ❒ Children and young people (30 years and under)
- ❒ Older people (over 55 years of age)
- ❒ People with a disability
- ❒ Women
- ❒ People from culturally and linguistically diverse backgrounds (CALD)

How did you hear about the Douglas Shire RADF Program?

- ❒ Douglas Shire Council website
- ❒ Douglas Shire Council Facebook page
- ❒ Douglas Shire Council Email
- ❒ Port Douglas & Mossman Gazette
- ❒ The Newsport
- ❒ Douglas Shire Council RADF Committee member
- ❒ Word of Mouth
- ❒ Other (please specify)

_____

Are you interested in being on a future Douglas Shire Council RADF Committee?

- ❒ Yes
- ❒ No
- ❒ Possibly

You are also welcome to provide additional comments on any of the following points which may form part of Council's Expression of Interest to Arts Queensland. You may wish to also consider the principles and priorities of the Arts for All Queenslanders strategy 2014-18 at http://www.arts.qld.gov.au/policy/arts_for_all_strategy.html

How might the development of quality partnerships between the arts and cultural sector, communities, business and non-arts sector or with other councils, organisations or groups be supported in the Douglas Shire? (Financial partnerships with industry and private sector to further the development of significant projects are encouraged by Arts Queensland)

How might your potential RADF project and/or overall Council RADF Program meet the following criteria developed from the Queensland Government's Arts and Cultural Investment Framework?

Quality

- clear connection to local arts and cultural priorities and community plans
- contribution to development of local artists and arts and cultural sector
- high standard of artistic and cultural products and/or services to be supported

Reach

- demonstrated community demand or need
- broad communication and marketing of opportunities and outcomes
- likely public outcomes and participant/audience numbers
- accessibility to diverse audiences, participants and communities or to locally determined target groups
- geographic spread of outcomes

Value

- impact of Queensland Government investment and value for money
- cultural, social or economic outcomes
- collaboration or partnership with arts and non-arts sectors (financial and/or in kind support)

Viability

- effective use of resources
- strong governance and management of all aspects of the program
- enterprising and innovative approaches
- clear Council commitment to program, including adequate in-kind resources

Thank you for your feedback.

Please return by 4.30pm Tuesday 22 April 2014 to:

Post: RADF Liaison Officer
Douglas Shire Council
PO Box 723
MOSSMAN QLD 4873

In Person: RADF Liaison Officer
Douglas Shire Council
64-66 Front Street
MOSSMAN QLD 4873

Fax: (07) 4098 2902

Email: ceounit@douglas.qld.gov.au

DOUGLAS
SHIRE COUNCIL

Queensland
Government

The Regional Arts Development Fund
is a Queensland Government and Douglas Shire Council partnership to support local arts and culture.

ORDINARY COUNCIL MEETING 29 APRIL 2014	9

DOUGLAS SHIRE COUNCIL - DOUGLAS SHIRE EVENTS GENERAL POLICY AND STRATEGY

Greg McLean, Communications and Events Officer: (#419696)

Kerrie Hawkes, Executive Officer

RECOMMENDATION:

That Council:

1. **adopts the Events General Policy, the Events Strategy 2014 – 2019 and the Events General Policy and Strategy Framework; and**

2. **delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any minor amendments in relation to the Events General Policy and associated documents.**

EXECUTIVE SUMMARY:

The Events General Policy and associated documents were developed to provide clear objectives and guidelines for Council's role in supporting, facilitating and delivering events across the region.

The implementation of this Policy and accompanying strategy will enable Council to quantify the social and economic benefit of events in the Douglas Shire, taking into account financial, social, environmental and logistical considerations.

BACKGROUND:

At Council's Ordinary Meeting 1 April 2014 reports on the Events General Policy and associated documents were presented. Councillors were unanimous in their support to give the community two weeks to provide feedback.

The community was advised that feedback was sought via:

- Media Release issued 1 April 2014
- Port Douglas & Mossman Gazette article 3 April 2014
- Port Douglas & Mossman Gazette Community Matters 10 April 2014
- The Newsport Daily
- Douglas Shire Council website and Facebook page
- Email circulated to Douglas Community Agency Network (CAN), sport, recreation, arts and cultural networks 1 April 2014

The policies and guidelines were able to be downloaded from Council's website and hardcopies were also available from the Front Street Administration Building.

Submissions were accepted up to 5pm 15 April 2014.

A total of two (2) submissions were received in relation to the Events General Policy and associated documents.
Both submissions were supportive of the Events General Policy and associated documents and neither submission raised any issues that are not addressed in the Events General Policy and associated documents. The submissions are available for Councillors to view at their request.

COMMENTS:

One amendment has been made to the Events General Policy to clarify the role and involvement of Councillors in the decision-making process.

The Events General Policy (document #418398) presented to Council's Ordinary Meeting 1 April 2014 made reference to:

Assessment of application
Assessment of all applications will be undertaken by a panel of no less than three Council staff with reference to Council's Events Strategy 2014 – 2019.

This has been amended so it now reads:

Assessment of all applications will be undertaken by a panel of no less than three Council staff with reference to Council's Events Strategy 2014 – 2019, **a report and recommendations will be put forward to Council for a decision**.

PROPOSAL:

Three documents are attached with this report; the Events General Policy, the Strategy Framework and the Events Strategy 2014 – 2019.

Taking into account feedback from Councillors and the general public, the proposal is for Council to adopt the Events General Policy and associated documents.

No other changes have been made to the Events General Policy and associated documents from what was presented to the Ordinary Council Meeting on 1 April 2014, except for the above amendment relating to the assessment of applications.

All the information provided in the Douglas Shire Events General Policy and Strategy report (document #418316) for the Ordinary Council Meeting on 1 April 2014 remains valid.

ATTACHMENTS:

Attachment 1: General Policy - Events #419801
Attachment 2: Douglas Shire Council Events Strategy 2014 - 2019 #419802
Attachment 3: Events General Policy and Strategy Framework #419803

DOUGLAS SHIRE COUNCIL

General Policy

EVENTS POLICY

Intent The intent of this policy is to provide clear objectives and guidelines for Douglas Shire Council's (Council's) role in supporting, facilitating and delivering events across the region. This policy is to be applied by Council when supporting, partnering and facilitating, or delivering events to ensure a transparent, accessible and consistent process across Council.

Scope This policy applies to all events, whether public or private, held within Douglas Shire that:

- require Council approval;
- are produced by Council;
- are produced, presented or promoted in partnership with Council; or
- attract Council funding.

REFERENCE

Legislation: Australian Citizenship Act and Regulations 2007
Local Government Act 2009
Local Laws

Other: This events policy aligns with Council's Community Engagement Policy and Events Strategy 2014 – 2019 and is supported by the Events Strategy 2014 – 2019. It is also aligned with the intent of key strategic stakeholders to leverage co-funding and promotion opportunities.

PROVISIONS

General

- Civic events foster relationships with the community and Council, recognise and celebrate individual and community achievements, and promote a proud and harmonious community.
- Except in the case of civic events such as citizenship ceremonies, it is Council's intention to fill the role of information provider, advocate, facilitator, agent or part-funder of events as defined by Council's roles continuum.
- Events funded or part-funded by Council must meet the conditions of this policy to be considered for funding.
- Events subject to evaluation in Council's competitive funding rounds will only be eligible for consideration if the application meets the criteria and is submitted before the deadline for the specified funding round.
- Council will provide transparent and equitable processes in supporting events. All requests for support and information will be managed through a consistent process in accordance with associated strategies and guidelines.
- As it is not financially practical or possible for Council to be involved in all events, Council must limit its involvement according to its fiscal capacity and priorities.
- Appropriate communication and consultation as set out in Council's Community Engagement Policy will be implemented dependant on the event or activity. Funding allocation is based on a competitive process.

Key principles

The following principles will guide Council in deciding which events it will support within its fiscal capacity and priorities. Events supported by Council must:

- encourage community involvement in, and the ownership of events;
- contribute to the culture of the Douglas Shire;
- nurture local talent, businesses and community groups;
- promote the Douglas Shire to audiences outside the region;
- stimulate the local economy through community and business partnerships and involvement;
- increase visitation and length of stay from audiences outside the region, particularly during low visitation periods;
- demonstrate sound business principles and planning; and
- demonstrate sounds environmental practices to protect our natural areas.

Community benefit

The following community benefits will also be considered when making decisions about supporting events. Council recognises that events deliver significant social, economic, environmental and cultural benefits to the Douglas Shire including:

- building stronger communities by improving connectivity and inclusion, increasing individual and community wellbeing, contributing to a sense of place and strengthening shared community values;
- improving community and economic capacity and building social capital;
- celebrating our lifestyle, environment and culture;
- increasing commitment to sustainable practices and the promotion and protection of our natural environment; and
- contributing to a positive, vibrant image of the Douglas Shire.

Strategic partnerships

Council facilitates partnerships to deliver events that meet Council's corporate priorities by:

- working with individuals, organisations and local businesses to present events;
- supporting networks which encourage the sharing of information and resources;
- linking event organisers with potential partnership and funding opportunities;
- entering into funding or partnership arrangements where mutually beneficial outcomes can result;
- developing start-up opportunities for new initiatives that will provide long-term benefit to the region; and
- marketing events to attract visitors to the Douglas Shire.

Event categories

For the purposes of this Policy and the associated Events Strategy 2014 -2019, events will be categorised as follows:

Civic Events - Incorporates important events such as Australia Day civic ceremony and awards, Anzac Day, citizenship ceremonies, Ministerial and other official government delegations, civic Mayoral receptions and ceremonial requests to the Mayoral office. Council support includes funding, organisational and/or in-kind assistance which is provided as required.

Significant Events – Subject to strict Resource and Performance Agreements. Events which attract significant national and international participation, including spectators. Must demonstrate significant economic and community benefits for the Douglas Shire. Applicants must demonstrate proven success in hosting major events. Individual applications will be considered and determined by Council as required.

Community Events (Major) – Regionally significant events which attract large numbers of participants from across Far North Queensland and to a lesser extent from interstate and

overseas, or events which considered integral to the social benefit of the Douglas community. Must demonstrate considerable economic and/or community benefits for Douglas. Priority given to applicants with proven track record in hosting major community events. Competitive funding rounds with capacity for Resource and Performance Agreements.

Community Events (Minor) – Important events with a strong community aspect which contribute to the community development of Douglas. Must demonstrate considerable community benefits. Priority given to applicants with proven track record in hosting community events. Competitive funding rounds.

Assessment of application

Assessment of all applications will be undertaken by a panel of no less than three Council staff with reference to Council's Events Strategy 2014 – 2019 and a report and recommendations put forward to Council for a decision.

Eligibility

To qualify for Council funding and/or in-kind assistance, event organisers need to meet the following criteria:

Significant Events

Priority will be given to:

- Incorporated "not-for-profit" organisations, community groups or voluntary associations.
- Unincorporated groups auspiced by an appropriate incorporated body.
- Event organisers who have previously received Council funding for the event, the event continues to meet the requirements of sponsorship guidelines, the previous event has been delivered in accordance with funding conditions and the previous event evaluation report has been completed in full and submitted within the required timeframe.

Organisations must contribute a minimum of 50 per cent towards the total event cost, which may comprise of upfront cash and in-kind support (eg volunteer labour hours) and/or other funding sources.

Applications by businesses will not be favoured. To be considered, applications need to demonstrate that the event will achieve such substantial social and economic benefits, that Council investment is warranted.

Council retains the right not to support an event if the event received funding in the previous funding year and that event generated a profit greater than the value of Council's support.

Community Events (Major)

Priority will be given to:

- Incorporated "not-for-profit" organisations, community groups or voluntary associations.
- Unincorporated groups auspiced by an appropriate incorporated body.
- Event organisers who have previously received Council funding for the event, the event continues to meet the requirements of sponsorship guidelines, the previous event has been delivered in accordance with funding conditions and the previous event evaluation report has been completed in full and submitted within the required timeframe.

Organisations must contribute a minimum of 50 per cent towards the total event cost, which may comprise of upfront cash and in-kind support (eg volunteer labour hours) and/or other funding sources.

Council retains the right not to sponsor an event if the event received funding in the previous funding year and that event generated a profit greater than the value of Council's support.

Not eligible

Businesses are not eligible to apply for Council funding of Community Events (Major).

Community Events (Minor)

Priority will be given to:

- Incorporated "not-for-profit" organisations, community groups or voluntary associations.
- Unincorporated groups auspiced by an appropriate incorporated body.

Organisations must contribute a minimum of 50 per cent towards the total event cost, which may comprise of upfront cash and in-kind support (eg volunteer labour hours) and/or other funding sources.

Not eligible

Businesses are not eligible to apply for Council funding of Community Events (Minor).

Resource and Performance Agreements

Resource and Performance Agreements (RPAs) are applied to all Significant Events and some Community Events (Major), generally for a period of three years.
This length of tenure provides event organisers with the necessary security to properly plan and budget for their event.
Once a comprehensive proposal for an RPA has been evaluated, a report will be provided to Council for a decision.

Unit responsible for administration

- CEO Unit

Referral agencies

Each successful application shall be referred to the following agencies prior to final approval:

- Council Local Laws unit to ensure application complies with all relevant statutory requirements.
- Council Works management to ensure application adheres to traffic management and other requirements.
- Council Environmental Health unit if the application involves the sale of food.

Health conditions of approval where the application involves the sale of food

Where the application involves any food other than whole fruit and vegetables, the application must submit evidence that the food is to be prepared in approved premises.
If the application is for a vending activity that involves food preparation in the vehicle, the applicant must submit copies of current certificates of Registration and Licence under the Food Hygiene Regulations 1987.

◆◆◆◆◆◆

This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: Enter general manager position

ADOPTED: Click here to enter a date.
DUE FOR REVISION: Click here to enter a date.
REVOKED/SUPERSEDED: Click here to enter a date.

DOUGLAS
SHIRE COUNCIL

Events Strategy 2014 – 2019

1. Preface

Strategy purpose

The Douglas Shire comprises a very diverse range of communities and hosts a variety of civic, community and major events that celebrate this diversity and reinforce its reputation as a leading tourism destination.

The purpose of this document is to provide Douglas Shire Council (Council) with a framework to guide the Douglas region to increased community enrichment and economic prosperity through events.
The economic impact of major events is realised by increased visitation and the associated benefits as well as the positive influence of localised expenditure due to the supply of goods and services for the event. According to Tourism Australia, for every dollar spent on tourism activities, another 91 cents is generated in other parts of the economy.

Council's Events Strategy 2014 – 2019 aims to quantify the social and economic benefit of events in the Douglas Shire, taking into account financial, social, environmental and logistical considerations.
Identifying opportunities for future collaboration with potential new events and adopting guidelines which streamline the application and reporting processes for Council funding are other key priorities.
Although this strategy presents a five-year framework for events in Douglas, it is to remain a working document to be assessed annually and adapted to suit the requirements of Council and our communities.

Role of Douglas Shire Council

Council's contribution to events in Douglas must fit into at least one of the criteria listed in the roles continuum (tabled below).

Information provider	Assisting other organisations by providing information (eg. website links, display of brochures) about their activities
Advocate	Supporting communities and groups by advocating for certain actions from other organisations (usually other levels of government)
Facilitator	Bringing people together to develop solutions to problems
Agent	Delivering a program or activity for another organisation (usually another level of government)
Part funder	Sharing the cost of a program or activity with other organisations
Asset owner	Meeting the responsibilities associated with owning or being the custodian of assets such as infrastructure;
Fully responsible	Funding the full cost of a program or activity;
Regulator	Meeting the responsibilities associated with regulating activities through legislation or local laws

Council's primary role in events funding and in-kind support is to provide sponsorship to organisations to deliver events in Douglas which meet the key principles and requirements set out in this document.
To assist organisations and event managers to apply for event funding and run a successful event, Council will act as the facilitator by hosting workshops to help event managers meet the funding criteria and ensure funded events have the tools and knowledge to meet reporting requirements.

2. Overview

Vision

To *Provide, Partner and Promote*.
Council does not see its role as the primary host or organiser of events in Douglas except in civic events such as citizenship ceremonies and other events determined by Council.

Rather, Council's Events Strategy is to *provide* funding and in-kind support opportunities, *partner* with organisations to run successful events and *promote* events through Council's communications channels.
By adopting this vision, Council is empowering organisations to showcase events which contribute to the economic and community development of the Douglas Shire while providing the support and expertise of Council staff to ensure event managers are equipped with the knowledge to ensure the community derives the most benefit from their event.

Objectives

Douglas Shire Council's Events Strategy vision will be achieved by addressing the key objectives:

- Celebrate our diverse communities
- Making a positive contribution to civic events
- Supporting and promoting community celebrations
- Position the region and grow its reputation as a tourism and events destination
- Maximise the economic, media and community values of events
- Provide a robust framework for supporting and growing events
- Continuously reflect and improve

Strategies

When detailing the event strategies to be implemented by Council, it is imperative to clearly identify Council's role in events and the potential implications for Council and our communities.
Event strategies implemented by Council will:

- Support existing events which demonstrate social and economic benefits for the Douglas Shire
- Maximise the value of existing events and enable them to grow
- Secure new events and facilitate/develop opportunities in association with these events
- Identify Community Events (Major) which could transition to Significant Events
- Plan and facilitate delivery of event infrastructure and services
- Provide clear, cost-effective support arrangements which inspire confidence

Actions

The actions required to implement Council's Events Strategy are wide-ranging due to the complexity of addressing the vision, objectives and strategies outlined in the overview. These actions are detailed in the Implementation chapter of this document.

3. Event snapshot

Profile of event sectors

Council is involved in many events annually, ranging from civic ceremonies through to large-scale festivals.
Civic Events – Important community events such as Australia Day, Anzac Day and citizenship ceremonies. Council's role is facilitator, fully-responsible or part-funder. Council support covers the hire of venues, equipment such as chairs and marquees and catering. In-kind assistance includes submitting applications for road closures, arranging and sending official invitations, preparing run sheet and overseeing event. Council's support significantly contributes to building community pride.
Significant Events – Significant drivers of community and economic development such as Carnivale and the Cairns Adventure Festival. Council's role is generally part-funder. Partnerships are established with local organisations, and in limited instances businesses, to host major events with additional funding and support sourced from tourism and government agencies as well as the private sector. Council's in-kind assistance can include provision of venues and maintenance services. Significant Events must demonstrate substantial community and economic development outcomes to justify Council's contribution. All Significant Events are subject to Resource and Performance Agreements.

Community Events (Major) – Major community events such as New Year's Eve celebrations and the Mossman Community Christmas Party. Council's role is generally part-funder. Partnerships are established with local organisations to host events with additional funding and support sourced from tourism and government agencies as well as the private sector. Council's in-kind assistance can include provision of venues and maintenance services. Community Events (Major) must demonstrate

considerable community and economic development outcomes to justify Council's contribution. Some Community Events (Major) are subject to Resource and Performance Agreements.

Community Events (Minor) – Prominent community events such as the Health and Wellbeing Expo and Seniors Week celebrations. Council's role is generally part-funder. Council provides funding opportunities to a wide range of community organisations to host community events. In-kind assistance can include the provision of venues and maintenance services. These community events provide significant social benefits and foster greater co-operation between local organisations which host events.

Rewards from Council support for events

Events play a significant role in making a community an attractive, welcoming and supportive place to live. They are also a very effective platform to showcase the region and stimulate the local economy by attracting large numbers of participants which filters through the business community.
Council's support of civic and community events assists local organisations in fostering connections with the community, particularly vulnerable and disadvantaged groups which can feel socially isolated without such contact. Community events also engender community pride which is an integral component of a healthy and happy community.
While Council's primary role is to provide essential services, Council's support of significant and major events is often the major influencer in securing or maintaining popular events that attract large numbers of visitors with an economic worth many times Council's investment.

4. Event evaluation

Evaluation and assessment criteria

Key criteria for Council funding and providing in-kind assistance will include, but is not limited to:
Significant Events - must demonstrate *substantial community and economic benefits* for the Douglas Shire.

Event type

- Ongoing successful events that can demonstrate they are growing in size and attendance as well as securing sponsorship from other sources; or
- New events seeking to become established in the Douglas Shire; or
- One-off events which have a substantial social and economic benefit for the Douglas Shire

Council, community and economic benefit

- Align Council brand with established events that offer substantial promotion and recognition opportunities for Council and economic benefits for region
- Attract people from across Queensland as well as visitors from interstate and overseas
- Provide benefits to the wider community by encouraging opportunities for community participation and development
- Provide substantial economic benefits, such as increased visitor spending, encouraging the uptake of overnight accommodation as well as partnering with local businesses to stimulate local business activity and/or employment
- Offer value for money, taking consideration of Council's contribution as a percentage of the total event budget and the number of people who are anticipated to attend the event
- Are encouraged to be held outside the peak tourist season of June-September

Sustainability

- Encourage the ongoing sustainability of the event through event organisers securing funding and in-kind support from other sources
- Match Council's contribution with cash and/or in-kind support (eg volunteer hours)
- Provide adequate lead time to ensure Council can maximise the benefits from the sponsorship relationship
- Demonstrate measures and practical examples of how the event will minimally impact the environment (eg reduced landfill, carbon footprint)

Community engagement

- Provide opportunities for Council to have a presence at the event for community engagement purposes, including the Council logo on all marketing and promotional materials
- Event organisers build positive relationships with other organisations in the Douglas Shire, including seeking letters of support for the event
- Event organisers work in partnership with local organisations to support the planning and delivery of the event
- Provide opportunities for equitable access to events for people with a disability or those who are financially disadvantaged

Community Events (Major) - must demonstrate *considerable community and/or economic benefits* for the Douglas Shire.

Event type

- Ongoing successful events that can demonstrate they are growing in size and attendance; or
- New events seeking to become established in the Douglas Shire; or
- One-off events which have considerable social and/or economic benefit for the Douglas Shire
- Secured sponsorship from other sources

Council, community and economic benefit

- Align Council brand with established events that offer considerable promotion and recognition opportunities for Council and economic benefits for region
- Attract people from across Far North Queensland as well as visitors from interstate
- Provide benefits to the wider community by encouraging opportunities for community participation and development
- Provide considerable social benefits, such as the participation and benefit of diverse cultures, the disadvantaged and vulnerable communities, and involves a cross-section of the community
- Provide considerable economic benefits, such as through increased visitor spending, encouraging the uptake of overnight accommodation as well as partnering with local businesses to stimulate local business activity or employment
- Offer value for money, taking consideration of Council's contribution as a percentage of the total event budget and the number of people who are anticipated to attend the event
- Are encouraged to be held outside the peak tourist season of June-September

Sustainability

- Encourage the ongoing sustainability of the event through event organisers securing cash and in-kind support from other sources
- Match Council's contribution with cash and/or in-kind support (eg volunteer hours)
- Demonstrate measures and practical examples of how the event will minimally impact the environment (eg reduced landfill, carbon footprint)

Community engagement

- Managed by local community organisations
- Event organisers build positive relationships with other organisations in the Douglas Shire, including seeking letters of support for the event
- Event organisers work in partnership with local organisations to support the planning and delivery of the event
- Provide opportunities for Council to have a presence at the event for community engagement purposes, including the Council logo on all marketing and promotional materials
- Provide opportunities for equitable access to events for people with a disability or those who are financially disadvantaged

Community Events (Minor) - must demonstrate *considerable community benefits* for the Douglas Shire.

Event type

- New events seeking to become established in the Douglas Shire; or
- One-off events which have social benefits for the Douglas Shire

Council and community benefit

- Provide benefits to the wider community by encouraging opportunities for community participation and development
- Recognise and promote Council's support of the event
- Offer value for money, taking consideration of Council's contribution as a percentage of the total event cost and the number of people who are anticipated to attend the event
- Provide opportunities for Council to have a presence at the event for community engagement purposes
- Are encouraged to be held outside the peak tourist season of June-September

Sustainability

- Match Council's contribution with cash and/or in-kind support (eg volunteer hours)
- Encouraging the ongoing sustainability of the event through event organisers securing cash and in-kind support from other sources
- Clearly outline the objectives of the event and how you will measure the success of the event
- Managed by local community organisations

Community engagement

- Event organisers build positive relationships with other organisations in the Douglas Shire, including seeking letters of support for the event
- Event organisers work in partnership with local organisations to support the planning and delivery of the event
- Provide social benefits, such as the participation and benefit of diverse cultures, the disadvantaged and vulnerable communities, and involves a cross-section of the community
- Provide opportunities for equitable access to events for people with a disability or those who are financially disadvantaged

Resource and Performance Agreements

Resource and Performance Agreements (RPAs) outline in detail the outcomes required by Council and the benchmarks event organisers need to achieve to receive funding.

All successful applicants for Significant Events and some successful applicants for Community Events (Major) will be required to enter into an RPA with Council.

The terms of these RPAs are generally set at three years to provide event organisers with the assurance required for budgeting purposes when planning for major events, providing the business or organisation subject to the RPA meets the conditions of the agreement.

Events subject to an RPA are generally funded in stages, with payments made by Council when agreed key performance measures have been reached.

5. Development and diversification opportunities

Key influencers of events in Douglas

Successful events rely on the cohesive partnerships formed by key influencers.

Council will work closely with local community organisations, the Douglas Chamber of Commerce and Tourism Port Douglas Daintree to sponsor, plan for, manage and improve on events.

The most important external key influencer is Tourism and Events Queensland (TEQ), the State Government authority which contributes significant partner funding to events throughout Queensland.

Developing a strong relationship with TEQ and aligning Council's events strategy with TEQ's funding criteria is a priority as it will help grow new and existing events in the Douglas Shire.

Council's role as a key influencer depends on the individual event, ranging from information provider to fully responsible, as detailed in Section 1 of this strategy.

Showcasing Council assets suitable for events

Council boasts a diverse collection of recreational and infrastructure assets suitable for events and has appointed a dedicated Communications and Events officer to liaise with event organisers and better utilise these assets.

Civic celebrations can also be enhanced by Council making greater use of these assets to provide a more satisfying experience for participants and the public while adhering to the protocols of specific events.
By showcasing Council's diverse collection of recreational and infrastructure assets, Council can also demonstrate the capacity of these venues for events which the public can hire for their own use.
Below is a list of Council's major assets suitable for events:

COUNCIL ASSETS		
Mossman Shire Hall	Port Douglas Sports Complex	Reynolds Park (PD)
Port Douglas Community Hall	Rex Smeal Park (PD)	Jalunbu Park (PD)
Port Douglas Sugar Wharf	George Davis Park (Mossman)	Beaches foreshore
Daintree Hall	Coronation Park (Showgrounds)	Diwan Sports Complex

Third party funding opportunities

Council encourages event organisers to seek support from other funding bodies. The following table outlines other potential sources of funding and links for event managers to obtain further information:

ORGANISATION	DESCRIPTION OF FUNDING OR SUPPORT PROGRAM	CONTACT DETAILS
Tourism & Events Queensland	State events agency responsible for attracting, creating and growing events that will generate economic and social value to Queensland. Funding via major and regional events development programs.	www.eventsqueensland.com.au
Arts Queensland	Grants are allocated through a number of programs, including RADF, which supports professional development and employment of arts and cultural workers in regional Queensland, and IRADF, which supports events that provide access for indigenous communities in regional and remote Queensland to arts and cultural services.	www.arts.qld.gov.au
Gambling Community Benefit Fund	Distributes grants to Queensland-based not-for-profit community groups to provide services and activities to benefit Queensland communities.	www.olgr.qld.gov.au/grants
Department of National Parks, Recreation, Sport and Racing	A range of funding programs are available to "active organisations", making it easier to access the funds needed to spread the words "Get Active Queensland". Funding falls under both major and minor infrastructure grant programs	www.nprsr.qld.gov.au/funding
Department of Aboriginal and Torres Strait Islander Multicultural Affairs	Grants are allocated to promote an understanding of multiculturalism, reduce prejudice and foster community participation	www.datsima.qld.gov.au/ datsima/grants-and-funding
Screen Queensland	Offers a range of funding initiatives for film development investment, multi-platform and games, micro budget	www.screenqueensland.com.au

	movies, indigenous stories and training, professional development and travel grants.	
Festivals Australia	Provides funding to improve the presentation and quality of cultural activities in festivals, with a particular focus on regional events that stimulate economic benefits to the communities.	www.arts.gov.au/arts/festivals_australia
Queensland Arts Council	Supports the arts in regional, remote and very remote/isolated Australia, offering applicants the chance to be granted $5000 to $30,000 towards their artistic projects.	www.artslinkqld.com.au/regional-arts/regional-arts-fund/
Indigenous Culture Support Program	Supports the maintenance and continued development of indigenous culture with a wide range of cultural projects, including traditional art and craft production, dance and theatre and community festivals showcasing indigenous talent.	www.arts.gov.au/indigenous/ics

Potential partner events

Establishing new partnerships is essential to growing the community, social and economic benefits of events.
These partnerships encompass potential funding partners and event managers that can provide social and economic stimulation for the local community.
The following potential events are not a blueprint for Council to pursue but an indication of the opportunities and potential benefits of forming new partnerships and supporting new or growing events:

Celebrating Our Communities

Increasing Council's collaboration on existing events and activities is an effective way to celebrate our communities.
As an example of the benefits of closer collaboration with local organisations, Council could help create a more vibrant Christmas spirit with lights and decorations built up over several years on the basis of a shared contribution to funding.
Christmas lights and decorations instil confidence in communities and establish a sense of community pride.
The Christmas season is an important tourism period for the Douglas Shire with potential to grow.
Families are more attracted to holiday in destinations over the Christmas season which demonstrate a vibrant community spirit.
By creating a festive atmosphere in the lead-up to and during Christmas, the Douglas Shire is more likely to secure repeat visitation.
Council's active participation to enhance our communities during this period would demonstrate its commitment to improving the community and economic outlook in a partnership with our local communities.

One-off major sports tourism events

Major sports tourism events are a key focus for major funding partner Tourism Events Queensland.
The Douglas Shire boasts the location, conditions and tourism infrastructure to attract major one-off sports tourism events.
They provide a great atmosphere for spectators and build a sense of community pride.
One-off major events do not provide the ongoing economic benefits of annual major events but attract a critical mass of participants and spectators which boosts the local economy.

These participants and spectators then become ambassadors for the Douglas Shire and potential return visitors.

The media exposure associated with one-off major events promotes the Douglas Shire to potential visitors who otherwise would not have considered here as a holiday destination.
Being actively involved in promoting major sports tourism events in the Douglas Shire enhances Council's reputation for supporting activities which stimulate the local community socially and economically.

Ongoing major sports tourism events
Building on an existing sports tourism event or establishing a new one which is ongoing in partnership with local organisations may create significant community and economic benefits for the Douglas Shire.
Major sports tourism events attract dozens of participants and hundreds of spectators which will be expected to provide an economic boost for the Douglas Shire, particularly during the wet or shoulder seasons.
Sports tourism events create a great atmosphere with the influx of visitors in less active tourism periods and exchange of cultures courtesy of the involvement of international participants.
The benefits of repeat annual visitation from a large number of people in a quiet period for tourism and the potential to convert participants into ambassadors for the Douglas Shire who return for holidays or encourage friends and family to do so is significant.
Major sports tourism events are also very attractive for potential funding partners as well as external sponsors.
Council's support would demonstrate a proactive approach to stimulate the local economy in the off-season and provide entertainment for locals.
Council's support will also help build relationships with potential funding partners and forge an identity for the Douglas Shire as being capable of staging major events.

Arts and lifestyle festival
An annual mixed arts and lifestyle festival held in the Spring shoulder season in partnership with local organisations could celebrate the unique artistic and agricultural diversity of Tropical North Queensland.
Local artists and agricultural producers are able to participate in a festival which involves experts in their field from around Australia.
The local community can celebrate the diversity of the tropics and enjoy a cultural experience.
A festival can build a reputation among artistic and agricultural communities around Australia which attracts participants and spectators to the Douglas Shire in the shoulder season, stimulating the local economy.
Media exposure of the event would also promote the Douglas Shire nationally.

6. Implementation

The following provides a detailed breakdown of key strategies and actions for Council:

Key Strategy	Actions
Strategy 1	**Support existing events which demonstrate economic and social benefits for the Douglas Shire**
	The Douglas Shire boasts an impressive calendar of Anchor and Community (Major and Minor) Events. To further boost the Douglas Shire's reputation as a premier events destination, it is important to support existing events which demonstrate economic and social benefits for the Douglas Shire. The following actions will enable Council to support existing events which meet the criteria of Council's events strategy: • proactively manage existing agreements and renewal arrangements to ensure they are compliant with Council's events strategy and instil confidence in event managers of the long-term security for their event in the region; • work with other levels of government and private sector stakeholders to maximise funding opportunities.

Strategy 2	**Maximise the value of existing events and enable them to grow**
	The Douglas Shire hosts a wide range of events which showcase the region to a national and international audience and generate significant economic and community development returns for Douglas. Generating positive industry relationships, supporting individual events to develop and leverage benefit from each other and instilling confidence in event organisers are core elements of a successful approach to retaining and growing events in Douglas. The following actions will enable Council to maximise the value of existing events and support their capacity to grow: • ensure Council's investment in existing events is conductive to the retention of these events and facilitates their growth; • develop a stronger partnership with key strategic stakeholders as a priority; • growth targets and performance indicators will be established with event managers; • contract periods for Significant Events should be co-ordinated where possible with key strategic stakeholders for jointly sponsored events; • encourage growth in event participation from interstate and overseas participants to maximise the length of visitation; • identify the media benefits and opportunities that each event can deliver and work with the event manager and key strategic stakeholders to maximise these opportunities for Douglas; • leverage off existing events and create an events calendar to profile Douglas as an attractive destination for events; • consult with key strategic stakeholders and community organisations to develop an annual program of community activities, business support and marketing events to be staged in conjunction with Significant Events; • work in collaboration with key stakeholders to access wider national and international markets and the attract new participants and visitors through the recognition of Significant Events in regional trade and investment development programs.
Strategy 3	**Secure new events and facilitate/develop opportunities in association with these events**
	Douglas will promote its strengths – the natural landscape and lifestyle attributes that present a competitive advantage for the region. The significant return on investment will come from working in partnership with key strategic stakeholders to attract new events which are commensurate with Douglas Shire's aspirations and which can be supported from existing assets. The following actions will support Council's capacity to secure new events and facilitate/develop opportunities in association with these events. Many of these actions will also support the retention and growth of existing events: • focus Council's efforts on those activities and attributes where the region has a natural, competitive advantage and offers the greatest prospects for success; • identify low occupancy months without major events and prioritise the attraction of new events for these months; • identify the event sector strengths of the Douglas Shire and identify potential events which could be secured with the support of Council and key strategic stakeholders; • clearly articulate the Douglas Shire's point of difference in relation to its natural environment, competitive advantages and assets which are conductive to hosting major events.
Strategy 4	**Identify Community Events (Major) which could transition to Significant Events**
	Providing support for existing Community Events (Major) to grow and become a

	Significant Event presents an opportunity to generate significant economic impact and media exposure benefits for the Douglas Shire. The following actions will enable Council to identify Community Events (Major) to transition to Significant Events: • establish the potential of an event in relation to other or similar events staged nationally and/or internationally; • identify and understand trends in the major events industry; • ascertain the potential growth and event growth plans with event managers to fully understand the event's potential; • collaborate with key strategic stakeholders on those events which show potential to transition; • engage with other levels of government and private sector stakeholders to remove any obstacles for events to demonstrate their growth potential.
Strategy 5	**Plan and facilitate delivery of event infrastructure and services**
	Council's facilitation of the development and enhancement of its infrastructure and services to support major events and attention to the planning and provision of facilities and services will enable the Douglas Shire to grow its major events suite in the longer term. The following actions will contribute to Council's capacity to deliver the infrastructure and services necessary to support the development and growth of events: • undertake an audit of existing event infrastructure to identify critical gaps to advancing the objectives of this strategy and provide an evidence base to inform event infrastructure priorities; • ensure there are capital investment plans in place for critical event infrastructure so these facilities remain available and appropriate to the needs of existing and planned events; • consider the physical and operational needs of events when planning the development, redevelopment or maintenance of public places and other areas which regularly – or are potentially able to – support the staging of events; • adopt best-practice strategies to manage the impacts of major events on local communities to engender greater understanding and support for them.
Strategy 6	**Provide clear and cost-effective support arrangements which improve confidence**
	Council's approach to supporting events will be transparent, evidence-based and accessible. Streamlined procedures and single points of entry for event organisers are vital. There will be rigour and transparency in assessing value for money from Council's event sponsorship investments. Council must maintain a proactive, leadership role in supporting events in the Douglas Shire in partnership with key strategic stakeholders and the tourism industry to maximise the market exposure of these events to wider audiences. The following actions will provide the platform for clear, cost-effective and contemporary support arrangements to build confidence in the region among event organisers and sponsors: • ensure a competitive funding model and a robust assessment framework are established to support the Council's investment in events; • develop a joint leveraging plan with key strategic stakeholders for Significant and Community Events (Major); • adopt an appropriate set of performance measures to assess the success of the Douglas Shire's events and to maximise opportunities for growth and expansion of these events; • explore the creation of a fully integrated digital platform for events inclusive of an events calendar, social media sites, accommodation links and other communication tools to enhance the recognition of the Douglas Shire's proposition as an events destination.

Community engagement

Council's implementation of a robust events assessment and evaluation system which is transparent and accountable requires alignment with the adopted Community Engagement Strategy that clearly outlines Council's criteria for funding and in-kind support.

Educating event managers about the requirement to adhere to application timelines and evaluation and assessment criteria is essential.

Council will use all available information distribution channels to inform event managers when funding rounds open and close and emphasise the requirement to submit an application for events to be considered for Council funding.

The impartial Council panel that evaluates funding applications will be equipped with a stringent checklist which clearly defines the value of the individual criteria in determining the overall assessment of applications.

This eliminates the risk of Council supporting events which do not match the relevant criteria.

Council will host workshops when event funding rounds are announced to assist event managers to understand the application process, ensuring events meet the selection criteria.

The promotion of these workshops is critical to community engagement, ensuring event managers are aware that Council has initiated a process to support them.

Following notification to successful applicants, Council will host workshops which will provide instructive tools and outline procedures to assist event managers. The workshops will also provide event managers with guidance on meeting the reporting and evaluation mechanisms required as a condition of Council's financial support.

Council will implement the appropriate communication and consultation dependant on the event and or activity, as set out in Council's Community Engagement Policy.

Report, review, readjust

Reporting criteria for Council-sponsored and supported events will inform the preparation of an events summary report at the end of each financial year and a report to Council.

Key priorities and actions will include evaluation of the event acquittal (refer to the Community Support Program acquittal process) and the annual review of event acquittal against the criteria of Council's events strategy, with adjustments made accordingly.

Measures to be implemented by Council to strengthen the *Report, Review, Readjust* requirements of event managers include the creation of:

- Event inquiry template
- Event runsheet
- Event risk assessment checklist
- Media booking and marketing request sheet
- Post campaign analysis template
- Event briefing document template
- Council to provide event manager an assessment of event matched against Council's funding criteria and recommendations to improve
- Presentation of annual report to Council examining Council's event activities

Performance management of events strategy

An appropriate monitoring and reporting system for the implementation of Council's events strategy provides a targeted analysis of current activities and progress.

To encourage consistency in reporting, benchmarking and a coherent focus on outcomes, Council and key strategic stakeholders will negotiate strategic "success indicators" and key performance indicators (KPIs).

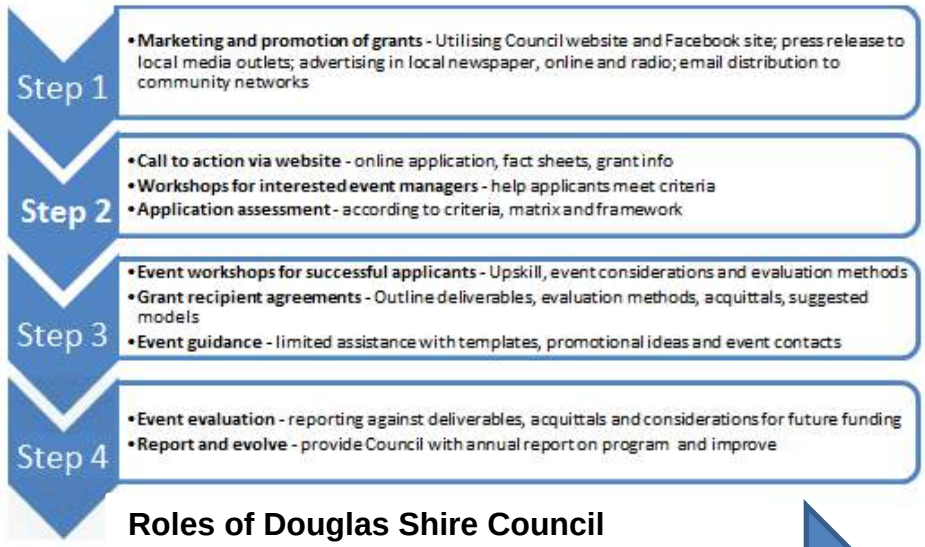
KPIs which might be considered to assess the success of the events strategy may include:

- The number of events sponsored by Council which achieved their contracted performance targets
- The number of new events attracted to the Douglas Shire
- The level of support leveraged from key strategic stakeholders to support, secure and create events in the Douglas Shire

DOUGLAS SHIRE COUNCIL

Douglas Shire Events General Policy Framework and Events Strategy

We are committed to supporting events which contribute to increased community enrichment and economic prosperity in the Douglas Shire



Roles of Douglas Shire Council

Information provider **Advocate** **Facilitator** **Part-funder**

Event categories

Civic Events – Council support of important events such as Australia Day, Anzac Day and citizenship ceremonies contributes to building community pride and is provided as required. Council support includes funding, organisational and/or in-kind assistance.

Significant Events - Subject to stringent Resource and Performance Agreements. Events which attract significant national and international participation, including spectators. Must demonstrate substantial economic and community benefits for the Douglas Shire. Individual applications will be considered and determined by Council as required.

Community Events (Major) - Regionally significant events which attract large numbers of visitors, or events which are considered integral to the social benefit of the Douglas community. Must demonstrate considerable community and/or economic benefits for Douglas. Competitive funding rounds.

Community Events (Minor) - Important events with a strong community aspect which contribute to the community development of Douglas. Must demonstrate considerable community benefits. Priority given to applicants with proven track record in hosting community events. Competitive funding rounds.

Event strategies implemented by Council must:

- Support existing events which demonstrate social and economic benefits
- Maximise the value of existing events and enable them to grow
- Identify and develop opportunities associated with new events
- Better plan and facilitate the development of event infrastructure and services
- Provide clear, cost-effective and contemporary support arrangements which inspire confidence
- Acknowledge the roles and responsibilities of key partners and stakeholders

ORDINARY COUNCIL MEETING 29 APRIL 2014	10

ENTERPRISE RISK MANAGEMENT POLICY

Darryl Crees: General Manager Corporate Services #419747

RECOMMENDATION:

That Council adopt the Enterprise Risk Management Policy

EXECUTIVE SUMMARY:

Managing risk is an essential component of an organisation's operations to ensure that the corporate goals and objectives can be achieved. This policy presented for adoption outlines Council's commitment to the development and maintenance of an Enterprise Risk Management Framework and will assist in embedding a risk management culture within the organisation.

BACKGROUND:

The Australian/New Zealand Standard AS/NZS ISO 31000:2009 "Risk Management – Principles and Guidelines" is the tool of choice for risk managers in establishing a risk management framework. An integral part of the risk management framework is to establish the organisation's risk management policy which states Council's commitment to risk management.

PROPOSAL:

The Enterprise Risk Management Policy presented for adoption outlines Council's commitment to the development and maintenance of an enterprise risk management framework. This policy applies to all elected representatives and staff who are involved in the identification and management of risks associated with Council achieving its goals, objectives and operational activities.

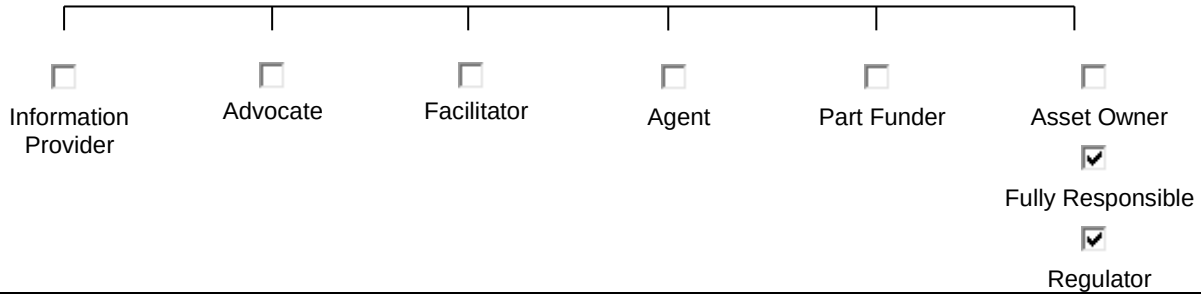
CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE:

Establishing an Enterprise Risk Management Framework including an Enterprise Risk Management Policy is included in the Operational Plan 2013/14 – Major Initiative CSM1.

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:

Establishing and maintaining a risk management culture within the organisation will be integrated into standard operating procedures and will not be an additional cost to the organisation.

RISK MANAGEMENT IMPLICATIONS:

This policy reinforces Council's commitment to manage risk to ensure the organisation's goals and objectives can be achieved.

INTERNAL/EXTERNAL CONSULTATION:

This policy has been referred to all Council Managers for review and feedback prior to presentation to Council. As this policy outlines the organisation's intent to the commitment and maintenance of an Enterprise Risk Management Framework, it falls within the "inform" category of Council's Community Engagement Framework therefore wider consultation is not required.

ATTACHMENTS:

Enterprise Risk Management Policy

DOUGLAS SHIRE COUNCIL

General Policy

Enterprise Risk Management Policy

Intent This policy outlines Council's commitment to the development and maintenance of an enterprise risk management framework.

Scope This policy applies to all elected representatives and staff who are involved in the identification and management of risks associated with Council achieving its goals, objectives and operational activities.

REFERENCE

Legislation:

Local Government Regulation 2012

Other:

Australian and New Zealand Standard AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines

PROVISIONS

Douglas Shire Council recognises that as a public authority it is exposed to a broad range of risks which, if not managed, could adversely impact on the organisation achieving its strategic objectives. Therefore Council will implement a systematic risk management methodology to identify and address, where practical, areas of potential risk within Council. Any methodologies adopted will be consistent with *Australian and New Zealand Standard AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines*.

The intent of this policy is to create an environment where Council, management and staff assume responsibility for risk management, through consistent risk management practices.

Objectives

The objectives of this policy are:

- Align Council activities to and support business objectives identified in Council's Corporate and Operational Plans;
- Maintain and improve reliability and quality of service provided by Council, within Council's controls and capabilities;
- Minimise or eliminate adverse impacts from Council's services or infrastructure on the community, visitors and the environment;
- Capitalise on opportunities identified for Douglas Shire Council;
- Safeguard Council's employees, contractors, committees, volunteers, assets, financial sustainability, property, reputation and information;
- Promote risk management principles as a strategic tool to ensure better informed decision making throughout Council; and
- Embed a culture of risk management across the Council.

Principles

The following principles will be adopted to ensure that the objectives are achieved:

- Apply a risk management framework which is consistent with the current *Australian and New Zealand Standard AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines* for making decisions on how best to identify, assess and manage risk throughout all departments of Council;
- Prioritise identified risks and implement treatments progressively based on the level of risk assessed and the effectiveness of the current treatments;

- Integrate risk management with existing planning and operational processes, including the Corporate Plan;
- Take into account relevant legislative requirements and political, social and economic environments in managing risks;
- Create a culture of risk awareness throughout the organisation through training, induction, promotion and risk review and reporting mechanisms; and
- Ensure resources and operational capabilities are identified and responsibility for managing risk is allocated.

Definitions

Risk

A risk to the business is any action or event that has an effect of uncertainty on objectives of Douglas Shire Council. It is measured in terms of consequence and likelihood.

Risk also arises as much from the possibility that opportunities will not be realised as it does from the possibility that threats will materialise or that errors will be made.

Risk Management

Risk management for Council refers to the culture, processes and structures developed to effectively manage potential opportunities and adverse effects for any activity, function or process undertaken by the Council.

Managing risk is achieved through the systematic application of policies, procedures and practices to identify, analyse, evaluate, treat, monitor and communicate risk.

Enterprise Risk Management (ERM)

Enterprise risk management encompasses all the major risk categories (including financial, environmental, health and safety, fraud, information technology, compliance, security and business continuity) and includes the coordination, integration, consolidation and consistency of reporting by the various Council functions with identified risks.

Risk Register
The risk register lists identified and assessed risks.

Roles and Responsibilities

Council	Council is responsible for adoption of this policy and retains the ultimate responsibility for risk management and for determining the appropriate level of risk that it is willing to accept in the conduct of Council business activities. Council will review the effectiveness of the risk management systems.
Chief Executive Officer	Council's Chief Executive Officer is responsible for identifying, evaluating and managing risk in accordance with this policy through a formal enterprise-wide risk management framework. Formal risk assessments must be performed at least once a year as part of the business planning and budgeting process. The Chief Executive Officer will report to Council annually on the progress made in implementing a sound system of risk management and internal compliance and control across Council's operations.
Management Team	Council's Management Team will perform the function of the Risk Management Committee which has oversight of developing the risk management framework and monitoring risk treatment. The team will ensure the risk management framework identifies high-level strategic risks and aligns with the Internal Audit Plan. The Management Team will ensure that the results of its reviews are provided to Council for update of the Council's risk profile as appropriate. The Management Team will also ensure periodic reviews of the risk management framework are carried out by Internal Audit pursuant to the Internal Audit Plan.
Managers and Supervisors	Council's Managers and Supervisors are responsible for the accuracy and validity of risk information reported to the Council. In addition, it will ensure clear communication throughout the organisation of the Council and Management Team's position on risk.
Employees including casual staff, contractors and volunteers	All employees are responsible for management of risks within their areas of responsibility as determined under any risk treatment plans. Employees will be responsible for the timely completion of activities contained within these risk treatment plans. Awareness sessions will be conducted routinely to ensure that employees are familiar with risk management and how it is applied within Council.
Risk Monitoring	Council utilises a number of functions, including Internal Audit, to perform independent and objective monitoring over its risk areas, including if necessary, conducting reviews over Council's operations and risk areas by external agencies. The scope of the work undertaken by all of these functions and the reviews by external agencies will be considered in conjunction with Council's risk profile at least annually. This will assess the independent monitoring of key risk areas within Council's risk profile.

Policy Review

This Policy will be reviewed when any of the following evaluations occur:

- Audit reports relating to risk management activities being undertaken by Council indicate that a policy review from a legislative, compliance or governance perspective is justified;
- Relevant legislation, regulations, standards and policies are amended or replaced; and

- Other circumstances as determined from time to time by the Chief Executive Officer or through a resolution of Council.

Notwithstanding the above, this policy and Council's risk management framework will be reviewed at least annually by Council's Management Team to review its effectiveness and to ensure its continued application and relevance.

◆◆◆◆◆◆

This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: **General Manager Corporate Services**

ADOPTED: Click here to enter a date.
DUE FOR REVISION: Click here to enter a date.
REVOKED/SUPERSEDED: Click here to enter a date.

ORDINARY COUNCIL MEETING 29 APRIL 2014	11

QUARTERLY PROGRESS ON OPERATIONAL PLAN 2013/14

Darryl Crees: General Manager Corporate Services #419758

RECOMMENDATION:

That Council notes the progress of the Operational Plan 2013/14 for the first quarter January 2014 to March 2014 and adopts the reviewed changes highlighted.

EXECUTIVE SUMMARY:

This report presented to council for noting details the progress achieved on the implementation of the Operational Plan 2013/14 for the period ending 31 March 2014.

BACKGROUND:

The Operational Plan 2013/14 was adopted in January in conjunction with 2013/14 budget. 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.

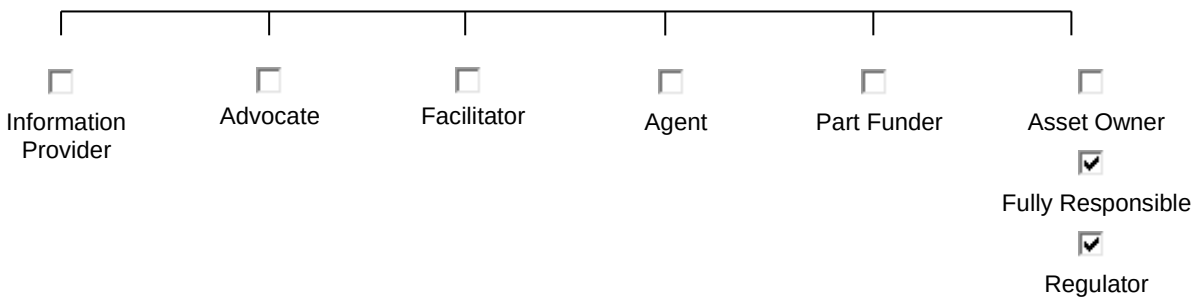
PROPOSAL:

The attachment to this report provides an update to Council of the progress in implementing the Operational Plan 2013/14 for the first quarter elapsed from 1 January 2014 to 31 March 2014. Changes proposed to original document adopted by Council have been highlighted in red.

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 have been factored into the existing budget.

RISK MANAGEMENT IMPLICATIONS:

Progress on the Operational Plan 2013/14 is a standing item for the weekly Management Team meeting to ensure appropriate and relevant resources are deployed to complete the initiatives in this first six months of operations.

INTERNAL/EXTERNAL CONSULTATION:

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

ATTACHMENTS:

Operational Plan 2013/14 – Progress to 31 March 2014

DOUGLAS SHIRE COUNCIL

Operational Plan

January 2014 – June 2014

Administration Centre
64-66 Front Street

PO Box 723
MOSSMAN QLD 4873
AUSTRALIA

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

Executive Summary

As of 1 January 2014 Douglas Shire Council has de-amalgamated from Cairns Regional Council and is a fully operating local government authority in its own right. The task of creating the new Council was a challenging one considering the tight timeframes and the primary focus for the first 6 months of operation is to consolidate on the work completed to date while ensuring quality services are provided to the communities of Douglas.

Pursuant to section 174 of the *Local Government Regulation 2012*, Council is required to prepare an Operational Plan which is a statement of actions to be undertaken and services to be provided to achieve the goals and objectives of the organisation. The Operational Plan details both recurring activities and major initiatives to be undertaken for the period 1 January to 30 June 2014 and is segmented by department and section of Council. This plan also includes additional resource requirements, performance indicators, timeframes and responsible officers to manage the work. An assessment on the progress of implementing the Operational Plan will be presented to Council on a quarterly basis, as a minimum.

One of the major initiatives for this Operational Plan is the development of a Corporate Plan for the period 2014 to 2019 which will be adopted in time for the 2014/15 annual budget. Future Operational Plans will be documented to reflect the goals and objectives of the Corporate Plan.

Draft Operational Plan

Key for Operational Plan Abbreviations

CEO	Chief Executive Officer
EC/SPC	Executive Office/Strategy and Policy Co-ordinator
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

Chief Executive Officer Unit

Ongoing Activities

The Acting Chief Executive Officer will be responsible for the following:

- Leading and managing the organisation pending the appointment of a Chief Executive Officer
- Providing advice to the elected Council
- Assisting the elected Council in the appointment of a Chief Executive Officer

The Executive Office/strategy and Policy Co-ordinator 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.

Major Initiatives

Ref	Action	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed.
CEO1	Develop the Corporate Plan for 2014/19 (which includes clarifying Council's role in (1) Community and Economic Development and (2) in assisting the efforts of indigenous communities to achieve economic and social sustainability)		Corporate Plan for 2014/19	30/6/2014	EO/SPC	☒ Commenced ☐Not Commenced ☐ Completed	The Plan will be made public for community engagement on 28 April 2014.	☒ Yes ☐ No
CEO2	Develop and implement a community engagement frame work, tools and policy		Community Engagement Framework, tools and policy adopted by Council	31/3/2014	EO/SPC	☐ Commenced ☐Not Commenced ☒ Completed	Report going to Council on 11 March. Adopted by Council 11/3/14	☒ Yes ☐ No
CEO3	Develop and implement a community grants and resources program and policy		Community Grants and Resource program developed and adopted by Council.	30/4/2014	EO/SPC	☒ Commenced ☐Not Commenced ☐ Completed	Presented to Council meeting 1/4/14. Report has been made public for consultation and will be put to Council on 29 April.	☒ Yes ☐ No
CEO4	Develop and implement an events strategy and policy		Event strategy and policy completed and adopted by Council.	30/4/2014	EO/SPC	☒ Commenced ☐Not Commenced ☐ Completed	Presented to Council meeting 1/4/14. Report has been made public for consultation and will be put to Council on 29 April.	☒ Yes ☐ No
CEO5	Document existing service levels and any gaps, in preparation for a formal review of service levels in 2014/15		Report to Council documenting existing service levels and gaps.	31/5/2014	EO/SPC	☒ Commenced ☐Not Commenced ☐ Completed		☒ Yes ☐ 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	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
OM1	Investigate options for waste collection and disposal from domestic/commercial properties north of the Daintree River	NIL	Development of a sustainable waste strategy that meets the needs of council, the communities and legislation.	31/5/2014	GMO	☒ Commenced ☐Not Commenced ☐ Completed		☒ Yes ☐ No
OM2	Review water security (supply and delivery) and water quality information for the Mossman/Port Douglas area. Consider interim solutions and plan for the staged delivery of infrastructure in line with projected and actual population/tourism growth and demand whilst meeting water quality standards.	External consultants may be necessary	Preparation of a strategic report to assist in the development and management of water infrastructure initiatives and the endorsement of a Capital delivery program. Delivery of high quality water that meets the requirements of the Public Health Act 2005 and the Water Supply (Safety and Reliability) Act 2008.	30/6/ 2014	GMO/MWW	☒ Commenced ☐Not Commenced ☐ Completed	This forms part of a much larger project which has commenced involving all water and wastewater infrastructure. Only the water delivery to Port Douglas will form part of this Action.	☒ Yes ☐ No
OM3	Facilitate the introduction of appropriate technology that will increase efficiencies, capture appropriate information and deliver improved service delivery and management of road assets.	Appropriate , hardware and soft ware	Staff trained to the required skill level and systems successfully operating in road asset management.	30/6/ 2014	GMO/MI	☒ Commenced ☐Not Commenced ☐ Completed		☒ Yes ☐ No

Ref	Reason initiative will not be completed on time

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	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
WW1	Separate SCADA and telemetry from the Cairns server and engineer an independent system to support process control and alarm procedures at water, waste water and waste disposal sites.	SCADA Engineering Contractors: Welcon Technologies	Full functionality of all SCADA and telemetry systems as existed before de-amalgamation.	31/3/2014	MWW	☐ Commenced ☐Not Commenced ☒ Completed	Currently finalising the transfer and payment of all Citect SCADA and radio licences. Minor issues with paging to be resolved.	☒ Yes ☐ No
WW2	Develop an in-house drinking water testing facility to provide accurate rapid detection of bacteriological contamination.	Consultation with Laboratories and Regulators.	Accurate repeatable test results. Negotiate with Regulator to accept in-house analyses and future inclusion in the Drinking Water Quality Management Plan. Reduction of NATA laboratory analyses and cost.	30/4/2014	MWW	☒ Commenced ☐Not Commenced ☐ Completed	Waiting for the Lab renovation to occur before testing equipment can be installed.	☐ Yes ☒ No
WW3	Investigate ways to optimise waste water plants to improve capacity, final effluent quality and reduce power consumption.	Chemical engineering consultants	Implement recommendations to improve cost effective waste water operations.	31/5/2014	MWW	☐ Commenced ☒Not Commenced ☐ Completed	Project will commence when flows to the wastewater plants normalise.	☒ Yes ☐ No
WW4	Upgrade of bio-solid handling facility at Mossman WWTP to minimise the contact between workers and waste water products.	Civil Contractors and bio-solid transport contractor	Installation of a safe and efficient mechanism to collect bio-solids from the filter belt press and implementation of an economical and safe transport system.	30/6/2014	MWW	☐ Commenced ☒Not Commenced ☐ Completed	Project will commence when flow to the Mossman wastewater plant normalises. Purchase order issued	☒ Yes ☐ No

Ref	Reason initiative will not be completed on time
WW4	Await final quotations from contractors. The contractors further also indicated that the work could only commence after the Easter break and therefore the estimated completion date will be 31/5/2014.

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 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	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
DA1	Commence review of the existing planning scheme for the Douglas Shire	External strategic planning professionals engaged as required	Council resolves to review the existing planning scheme with a view to amending or replacing the planning scheme before 2016	30/6/2014	MDE	☒ Commenced ☐Not Commenced ☐ Completed	Preliminary assessment underway. A report will be submitted to Council within the stated timeframe.	☒ Yes ☐ No
DA2	Establish and Chair Staff Major Development Co-ordination Group	N/A	Terms of reference for Committee adopted and first meeting held	31/1/2014	MDE	☒ Commenced ☐Not Commenced ☐ Completed	Committee established & draft TOR prepared, no formal meeting held as no projects to consider	☐ Yes ☒ No
DA3	Facilitate Sheraton Mirage re-development through Staff Major Development Co-ordination Group	External engineering and other professionals engaged if required	Letter of support for the re-development provided by Council and agreement reached and documented with regards to developer infrastructure contributions.	30/6/2014	MDE, Major Development Co-ordination Committee	☐ Commenced ☒Not Commenced ☐ Completed	No communication from developer since December site inspection. Timeline is developer driven. Unknown whether timeline will be met as no request has been received or negotiations commenced.	☒ Yes ☐ No

Ref	Reason initiative will not be completed on time

Infrastructure

Ongoing Activities

The Infrastructure Section will be responsible for the following:

- Contributing to the development and implementation of planning to enhance and preserve the natural and built environment.
- Coordinating asset management so that civil infrastructure assets, and parks and reserves, are operated and maintained to a desired level.
- Coordinating Queensland Reconstruction Authority (QRA) Natural Disaster Relief and Recovery Arrangements (NDRRA) arrangements.
- Coordinating the development and implementation of the Landscape Management Plan.

Major Initiatives

Ref	Action	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
I1	Inform development of Asset Management Strategy	Far North Queensland Regional Organisation of Councils (FNQROC); Civica; Reflect and Recover	Conceptual framework for Asset Management adopted by Council for civil infrastructure.	30/6/2014	MI	☒ Commenced ☐Not Commenced ☐ Completed	DSC Asset Management Working Group established 4th April 2014. Delays with Civica and training. Delay with Asset Management Officer commencing.	☒ Yes ☐ No
I2	Establish Queensland Reconstruction Authority (QRA) Natural Disaster Relief and Recovery Arrangements (NDRRA) arrangements	Queensland Reconstruction Authority (QRA)	Establish required administration for any new future QRA NDRRA projects.	30/6/2014	MI	☒ Commenced ☐Not Commenced ☐ Completed	QRA administration in place for DSC for February 2014 Monsoonal event and Cyclone ITA April 2014. Delay with handover from Cairns Council. Initial delay with QRA.	☒ Yes ☐ No
I3	Establish Working Group for Landscape Management Plan	External Researcher; Community consultation	Minimum of 3 Working Group meetings held.	30/6/2014	MI	☒ Commenced ☐Not Commenced ☐ Completed	Three Working Group Meetings and one Council Presentation completed.	☒ Yes ☐ No

Ref	Reason initiative will not be completed on time
I1	Tracking well. Will meet timeframe
I2	Tracking well. Met.
I3	Tracking well. Met.

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	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
CSM1	Establish an Enterprise Risk Management register including ERM General Policy, ERM Framework and ERM Committee Charter.	Jardine Lloyd Thompson – Regional Risk Management Coordinator	ERM Register implemented and outcomes noted by Council. ERM General Policy adopted by Council. ERM Committee established.	30/4/2014	GMCS	☒ Commenced ☐Not Commenced ☐ Completed	Establishment of ERM framework/guidelines has commenced with assistance from JLT's Regional Risk Management Co-ordinator.	☒ Yes ☐ No
CSM2	Establish an Internal Audit Function.	External professional engaged as Internal Auditor.	Internal Auditor engaged and interim audit plan developed for 2013/14 financial year.	31/3/2014	GMCS	☐ Commenced ☐Not Commenced ☒ Completed	Pacifica Chartered Accountants have been engaged to undertake internal audit function.	☒ Yes ☐ No
CSM3	Establish an Audit Committee.	Appointment of external Audit Committee Member.	Audit Committee General Policy, including charter, adopted by Council. External Audit Committee Member engaged and Audit Committee established.	31/5/2014	GMCS	☒ Commenced ☐Not Commenced ☐ Completed	Audit Committee Charter adopted by Council 18/02/2014.	☒ Yes ☐ 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	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
FIT1	Establish framework and plan for 2014/15 Budget	Support from Graham Hall-Watson (Framme), Involvement from all Council Managers and Team Leaders	Budget process to be completed by 31 May 2014 Budget be adopted by Council	31/5/2014	MFIT	☒ Commenced ☐Not Commenced ☐ Completed		☒ Yes ☐ No
FIT2	Review processes, procedures and roles for the entire Finance and Information Technology section	Involvement of Business Support unit and Governance	Clear and precise documentation. Clarity in relation to roles and responsibilities	~~30/4/ 2014~~ 31/5/2014	MFIT	☒ Commenced ☐Not Commenced ☐ Completed		☐ Yes ☒ No
FIT3	Develop and implement Financial Variance report and establish weekly Budget review workshops with Managers for the first 6 months of 2014.	Attendance by all Council Managers and Team Leaders	Weekly meetings with individual Unit's to identify and address variances to Budget Review results and instil financial discipline within Council	31/1/2014	MFIT	☒ Commenced ☐Not Commenced ☐ Completed	Civica general ledger system and knowledge/experience of staff.	☐ Yes ☒ No
FIT4	Review current contract register and commence a new tender process, giving opportunity to a broader range of suppliers	Involvement from all Council Managers and Team Leaders, potential Suppliers	Identify potential new suppliers across all of council through tender process Savings and increased efficiency a result of the tender process	31/5/2014	MFIT	☐ Commenced ☒Not Commenced ☐ Completed		☒ Yes ☐ No
FIT5	Assess asset values across the business with a view to completing a formal revaluation.	Asset users / those in the council knowledgeable with regards to asset lives & value in use.	Updated asset register with updated values of assets held by council	30/6/2014	MFIT	☐ Commenced ☒Not Commenced ☐ Completed	Asset register still to be finalised from CRC. Discussions being held with QAO on valuation process.	☐ Yes ☐ No
FIT6	Undertake a comprehensive review of reserve funds held, following completion of the financial due diligence analysis of Douglas financial position as at 31 December 2013.		Report to Council informing of balance of reserve funds held, purpose of reserve and status.	31/5/2014	MFIT	☐ Commenced ☒Not Commenced ☐ Completed	Awaiting completion of the de-amalgamation financial due diligence process.	☒ Yes ☐ No

Ref	Reason initiative will not be completed on time
FIT2	Delays have been experienced with fully resourcing of the Organisational Business Support Unit which has impacted on this initiative. Extension of time is consistent with initiative OBS1.
FIT3	Staff are working with supplier to enhance reporting capabilities.

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	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
G1	Review and update the Delegations Register	Nil	Endorsement of delegations from CEO to other staff	28/2/2014	MG	☒ Commenced ☐Not Commenced ☐ Completed	Financial delegations to staff completed. Existing non-financial delegations have transferred from CRC.	☒ Yes ☐ No
G2	Develop a Complaints Management process	Nil	Endorsement of process by CEO and Council	~~30/4/2014~~ 31/5/2014	MG	☐ Commenced ☒Not Commenced ☐ Completed		☒ Yes ☐ No
G3	Review and develop all required Policies (includes Council Standing Orders and Code of Conduct for Councillors and staff)	Nil	Adoption of policies by Council	31/5/2014	MG	☒ Commenced ☐Not Commenced ☐ Completed		☒ Yes ☐ No
G4	Commence the development and implementation of a streamlined Human Resources framework	External consultants will be required to assist.	Regular progress reports for endorsement by GMCS and CEO	30/6/2014	MG	☐ Commenced ☒Not Commenced ☐ Completed		☒ Yes ☐ No

Ref	Reason initiative will not be completed on time
G1	Non-financial delegations are being reviewed to ensure all legislative changes have been captured in the update of delegations.

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 stands and guidelines.
- Working within framework outlined in "The next horizon – vision 2017 for Queensland public libraries" as outlined by the State Library of Queensland.
- Developing, implementing and monitoring library services and programs to meet the needs of the community of Douglas

Major Initiatives

Ref	Action	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
L1	Establish a PC booking system for public internet computer access.	Webwired Solutions, Surebridge	PC Booking system is implemented	28/2/2014	TLL & TLIT	☒ Commenced ☐Not Commenced ☐ Completed	Mossman Library complete. Port Douglas started	☐ Yes ☒ No
L2	Maintain and consolidate new Library management system.		Number of items added to collection & number of reservations satisfied.	31/5/2014	TLL	☐ Commenced ☐Not Commenced ☒ Completed		☒ Yes ☐ No
L3	Re-establish Mossman Library "Local History" photo touchscreen.	External Consultant	"Local history" touchscreen is operational.	30/4/2014	TLL	☐ Commenced ☐Not Commenced ☒ Completed		☒ Yes ☐ No
L4	Apply for State Library – Opal Grant (Technology trendsetters) for WiFi access to the Mossman Library		Grant application is lodged	31/3/2014	TLL	☐ Commenced ☐Not Commenced ☒ Completed		☒ Yes ☐ No

Ref	Reason initiative will not be completed on time
L1	Delays with IT supplier to develop a secure environment for library pc's and IT priorities

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	Additional resource requirements	Key Performance Indicator/Target	Timeframe	Responsible Officer	Progress	Comments	On target to be completed
OBS1	Establish the unit to meet the major administrative tasks for the organisation.		Functions and responsibilities of the unit established.	~~15/2/2014~~ 31/05/2014	GMCS	☐ Commenced ☒Not Commenced ☐ Completed		☐ Yes ☒ No
OBS2	Refine business practices within the unit.		Regular progress reports for endorsement by GMCS.	31/5/2014	SBSO	☐ Commenced ☒Not Commenced ☐ Completed		☒ Yes ☐ No

Ref	Reason initiative will not be completed on time
OBS1	Presently unit is running with 2 staff members, Senior Officer did not commence until 31 March 2014 and the remaining two vacant positions are being recruited. Unable to progress this matter until unit is fully resourced.
OBS2	Refer comments above. Matter will be commenced when unit is fully resourced.

ORDINARY COUNCIL MEETING 29 APRIL 2014	12

FINANCIAL REPORT FOR PERIOD ENDING 31 MARCH 2014

Darryl Crees – General Manager Corporate Services

RECOMMENDATION:

That Council notes the Financial Report for the period ended 31 March 2014. 9

EXECUTIVE SUMMARY:

The attached Financial Report details the progress of the 2013/14 budget for the three months ending 31 March 2014.

BACKGROUND:

In accordance with section 204 of the *Local Government Regulation 2012* the Chief Executive Officer must present to Council a financial report which states the progress that has been made in relation to the current financial year's budget. This report must be presented to Council on a monthly basis and cover the period up to a day as near as practicable to the end of the preceding month.

COMMENT:

The 2013/14 annual budget was adopted on 24 January 2014 and the attached report details progress against budget for the first three months ending 31 March 2014. In reviewing this Financial Report the following should be noted:

- This report is not a statement of Council's full financial position, as such information cannot be provided until formal advice of the final division of assets and liabilities between Cairns Regional Council and Douglas has been received and the subsequent establishment of opening balances in Council's general ledger has occurred.
- As financial trends were not available when compiling the budget, each budget item was divided evenly over the six month budget period. The receipt of revenue and application of expenditure does not necessarily occur in such a linear fashion and therefore when compared to budget a number of variations arise.
- Variations of note include greater than anticipated revenue from water usage and less than anticipated expenditure to date on materials and services (although there are significant committals which will reduce this variation once the materials and services have been expensed).

- Depreciation expense has been accrued based on budget forecasts, as the asset register is yet to be transferred from Cairns Regional Council and updated with new additions.

Total operating revenue at the end of March was slightly ahead of budget whereas operating expenditure was well under budget. As a result, the Financial Report shows an operating surplus of $912,457. As mentioned above, revenue and expenditure are not necessarily linear in nature and the actual operating result is expected to align much more closely with the budgeted result by the end of the financial year.

PROPOSAL:

The Financial Report for the period ending 31 March 2014 be received and noted by Council.

FINANCIAL/RESOURCE IMPLICATIONS:

The results as at the end of March 2014 have not revealed any significant impacts on the 2013/14 budget.

ATTACHMENTS:

Financial Report

Douglas Shire Council **Statement of Comprehensive Income** For the month of **MARCH 2014**	**Douglas Actual YTD '14** **$**	**Douglas Budget YTD '14** **$**	**Variance** **$**	**Douglas Budget 13/14** **$**	**Actual as % of Budget 13/14**
Operating Revenue					
Net rates and utility charges	7,082,950	6,632,115	450,835	13,264,243	53%
Fees and charges	534,781	726,402	(191,621)	1,452,812	37%
Grants, subsidies, contributions and donations	73,240	226,254	(153,014)	452,504	16%
Interest received	158,087	157,785	302	315,578	50%
Other recurrent income	395,942	237,120	158,822	474,219	83%
Total Operating Revenue	**8,245,000**	**7,979,676**	**265,324**	**15,959,356**	**52%**
Operating Expenses					
Employee benefits	2,470,018	2,801,294	331,276	5,602,697	44%
Materials and services	1,745,461	3,894,351	2,148,890	7,788,593	22%
Depreciation	2,176,725	2,220,174	43,449	4,440,344	49%
Finance costs	13,340	13,500	160	27,000	49%
Other payments	-	-	-	-	0
Total Recurrent Expenses	**6,405,543**	**8,929,319**	**2,523,776**	**17,858,634**	**36%**
Result from ordinary activities	**1,839,456**	**(949,643)**	**2,789,099**	**(1,899,278)**	**-97%**
De-Amalgamation costs post Jan 1	926,999	547,749	(379,250)	1,095,500	85%
Operating Result	**912,457**	**(1,497,392)**	**2,409,849**	**(2,994,778)**	**-30%**
Capital revenue					
Capital Grants and Subsidies	-	1,664,599	(1,664,599)	3,329,197	0%
Capital Contributions	-	50,834	(50,834)	101,667	0%
Total capital revenue	**-**	**1,715,433**	**(1,715,433)**	**3,430,864**	**0%**
Net result	**912,457**	**218,041**	**694,416**	**436,086**	**209%**
Capital expenses					
Loss on sale of property, plant and equipment	-	-	-	-	0
Capital expenses	5,982	3,006,750	3,000,768	6,013,500	0%
Total capital expenses	**5,982**	**3,006,750**	**3,000,768**	**6,013,500**	**0%**

ORDINARY COUNCIL MEETING 29 APRIL 2014	13

REPORT FROM THE CHIEF EXECUTIVE OFFICER

Linda Cardew – Chief Executive Officer - #419382

RECOMMENDATION:

That Council receives and notes the report.

EXECUTIVE SUMMARY:

This report presents an outline of the operational initiatives and progress made by Council's administration from January to April 2014.

BACKGROUND:

Council's business is diverse. Formal communication of the progress of the new administration, post de-amalgamation, will provide the community with information regarding the opportunities and challenges being managed. On a bi-monthly basis the Chief Executive Officer will submit a report that summarises both milestones and work in progress, for Council's consideration at its Ordinary Meeting.

The organisational structure established by the Transfer Manager prior to de-amalgamation has been retained, and its hallmark principles of lean and efficient management, supported. Staff in all areas of Council are committed to a hands-on, customer-focussed approach to the delivery of services, with the goal of continual improvement in all aspects of corporate services and operations.

Community feedback on any aspect of Council business is always encouraged and welcomed.

REPORT:

CEO UNIT

This Unit has principal responsibility for all aspects of community development and services including policy development, communications and media, Indigenous communities, access and disability services, events management, heritage, grant funding, economic development, research, community and corporate projects, and community support for disaster management.

Since January 2014, the CEO Unit has prepared and delivered the following reports to Council; the Community Engagement Framework, Regional Arts Development Fund (RADF) Program Committee, the RADF Expression of Interest, the Community

Support Program and the Events Strategy. Prior to the end of April, the Unit will have also held several civic events in the Shire, being the Australia Day celebrations, the first citizenship ceremony, the ANZAC day ceremonies planned for Mossman and Port Douglas, followed by another citizenship ceremony on the 29 April. A RADF workshop will be held on Wednesday 23 April to assist with the understanding of the program, eligibility and acquittal requirements.

In the lead up to, and following Cyclone Ita, the Unit implemented the Community Support process. This was particularly important for those members of the community who were displaced due to flood damage to property and possessions. The Community Support procedure and the CEO Unit's involvement will undergo review in the coming months.

The CEO Unit has activated a Facebook page which has been well received by the community. This page was very effective in keeping the community informed post Cyclone Ita. The Unit is also continuously updating Council's web page to reflect Council's activities, and to provide information regarding community events and Council business.

Staff are working with a number of local organisations and groups to strengthen working relationships, in order to implement beneficial community programs and activities. This has included Indigenous programs, access and equity, arts, heritage, youth and sport.

The Unit is currently coordinating the development of the Corporate Plan prior to a series of scheduled community consultations across the Shire that are to commence on Monday 28 April via public workshops, hard and digital media. These sessions are to be advertised in the local media, and on Council's website and Facebook page.

Staff are working with organisations that hold Resource & Performance Agreements with Council, including Carnivale and the Mossman Show Society, and in the coming weeks will review the Resource & Performance Agreements that are in place with other organisations.

CORPORATE SERVICES

Frontline Services

Council's Frontline Services are the first point of contact for the community and as a team have successfully transitioned their services from a referral centre of a larger organisation, to meet the requirements of the customers of the new Douglas. Business processes have been developed and continue to be refined, to enable Frontline Services Staff to respond to the vast majority of transactions and enquiries, limiting the need to refer to other officers. Service requests are lodged electronically through Council's Customer Request Management system, enabling each request to be tracked to its finalisation.

Frontline Services were an integral component of Council's response, before, during and after Cyclone Ita, where the number of enquiries increased substantially. Staff

operated the phones as a call centre located within the Local Disaster Coordination Centre in the Council Administration Building 24 hours a day, immediately prior to and during the weekend of the cyclone event, rather than forwarding calls to a remote, off site, out of hours service.

Governance

De-amalgamation from Cairns Regional Council has required all governance structures and policies to be reviewed, amended, replaced and adopted by Council as required. This is an ongoing process that is managed in parallel with other scheduled work.

To date the following policies have been adopted by Council:

- Expenses Reimbursement Policy for Elected Representatives
- Revenue Policy, Community Engagement General Policy
- Workplace Health and Safety Policy

Policies for further consideration by Council following community consultation include:

- Community Support Program Policy
- Events General Policy
- Adoption of Audit Committee Charter

Considerable progress has been made with the Delegations Register for legislative delegations from CEO to other staff, in addition to the:

- establishment of Council property agreements database
- establishment of InfoXpert records management system
- implementation of “real time” minutes at Council meetings
- establishment of Council’s Safeplan and internal Safety Management System
- ongoing recruitment, selection and placement of staff
- engagement of Internal Auditors and establishment of an Internal Audit Plan to 30th June 2014; and
- the development of the Enterprise Risk Management framework, register and processes.

Finance and Information Technology

The Financial Due Diligence Working Group, comprising representatives from Cairns Regional Council (CRC) and Douglas Shire Council (Douglas), was formed to oversee the financial separation of assets and liabilities for Douglas to de-amalgamate from CRC. Phase 1 of this project covered the period 15 March 2008 to 30 June 2013 and was completed in December 2013 with the Special Purpose Separate Financial Statements being presented to Council on 14 January 2014. Phase 2, covering the period 1 July 2013 to 31 December 2014, has now been finalised and will be subject to further report presented to Council on 29 April 2014. This report will disclose the final separation of all assets and liabilities. It is very

pleasing that the results are significantly better than the forecast position provided by the Queensland Treasury Corporation in 2012.

In summary the work of the Finance and IT teams has included the:

- establishment and refinement of various financial processes
- adoption of 2013/14 Budget
- implementation of weekly financial reports to management and monthly financial reports to Council
- finalisation of Financial Delegations Register and endorsement by CEO
- issue of half yearly rate notices
- issue of water usage notices
- upload and reconciliation of Valuer-General property valuations for 2014
- commencement of the 2014/15 Budget process
- scoping visit undertaken by Queensland Audit Office (QAO) to develop the Client Strategy for Council's 2013/14 Audit; with the team
- awaiting finalisation of the financial due diligence process to establish opening balances in the general ledger and transfer of assets and liabilities to Council.

Initial establishment of IT systems (hardware and software) to enable Council to be operational has been completed, with the ongoing rollout of necessary hardware and software applications and provision of support to users at all Council locations. The coordination of all software training requirements and the establishment of appropriate support mechanisms to ensure business continuity is also ongoing.

Library

The first 3 months for Libraries in Douglas has been a time of great change, with both Mossman and Port Douglas Libraries successfully transitioning from Cairns Libraries Libero library management system to Rural Libraries Queensland Aurora library management system by 1st January, 2014.

Customers have 24/7 access to approximately 300,000 items including e-books, e-audio books and free downloadable music. Items not held in the collection are obtained via a very efficient inter-library loans service. Internet services have also resumed. Our first quarterly exchange of 1500 items has arrived from Rural Libraries Queensland and will be appreciated by the community.

Statistics for the first quarter:

Visitors to Library:	20,790
Loans:	22,309
Reserves satisfied:	1,908
Members:	6,635

Storytime and Baby Rhyme Time sessions are held weekly at Mossman Library for children from 0-4 years with 787 people attending in the first quarter. The programs

build early literacy skills and provide an opportunity for children and their parents to share in the adventures that books can bring.

Douglas Libraries has applied for a grant to provide WiFi access to library users and visitors at Mossman and Port Douglas Libraries. The “Technology Trendsetters OPAL Grant” is funded by the State Library.

Over the next three months the Library looks forward to celebrating Heritage Week, Library and Information Week, ANZAC day, the centenary of Red Cross and school holiday activities. It will also be a time to consolidate our public internet services and to continue to build capacity into the library services offered to the people of Douglas.
Overall feedback from the community has been very positive; the service level provided by Rural Libraries Queensland has exceeded our expectations and is proving to be a very cost effective option for Douglas moving forward.

OPERATIONS

Development and Environment

Planning Scheme
Work has commenced in reviewing the documentation provided by Cairns Regional Council with respect to a review of the Douglas Planning Scheme. A report will be submitted to Council in June with recommendations as how to progress the review.

Planning Applications
A list of planning applications and their status is provided in a separate report to Council’s Ordinary meeting of 29 April 2014. Officers have been busy processing applications, several of which are quite complex, as well as answering enquiries from the public and reviewing fee schedules.

Planning Appeals
Appeals have been filed in respect of the decisions of Council in refusing extensions of time for proposed developments at 36 Murphy St and 27 Murphy St, Port Douglas. Those matters will be managed in accordance with the requirements of the Planning and Environment Court.

Regulatory Services

Local Laws
Local laws officers have attended to a number of matters relating to dog attacks. The three dogs seized last year as a result of an incident outside the Daintree Village remain in the pound pending the hearing of an application by the dogs’ owner for leave to appeal against the decision of QCAT on 29 January 2014. That decision set aside destruction orders for two of the dogs and confirmed dangerous dog declarations for all three. Directions have been issued by QCAT in relation to the future conduct of the matter.

Tropical Cyclone Ita

Environmental health and local laws officers were engaged in recent days with cyclone preparations, (including preparing and staffing the evacuation centre in Port Douglas and securing key assets such as the communications tower on Flagstaff Hill), and post cyclone inspections to ensure public safety.

Administration
Officers are working to improve processes, have reviewed fees and charges, and streamlined the sandwich board registration renewal process.

The Development and Environment Branch is working to achieve a full staff complement. It is anticipated that the remaining vacancies will be filled shortly, which will greatly assist in responding to customer requests.

Water and Waste

Sewer relining
Selected critical sewer mains were relined in Mossman and Port Douglas on a limited budget. Planning is currently on track to camera identified sections of the sewer network in Mossman during the remainder of the wet season to ensure cracks and faults can be located.

WaTERS Webinar/training (7/4/2014)
Training was provided by Department of Environment and Heritage Protection (DERM) on capturing wastewater data on web data base as part of regulated reporting requirements.

SCADA audit and maintenance
Quarterly maintenance, including data and system back up, was completed on all SCADA and telemetry installations. A complete back up copy will be kept off site for safekeeping and fast restoration of systems by the SCADA contractor if required. A first audit of all SCADA and telemetric equipment was also completed and provided valuable information for future management of this asset.

Mechanical preventative maintenance
KSB Pumps was appointed to perform annual preventative maintenance on all major water and wastewater plant and pump station equipment. The contractor will be on site shortly after the Easter break. We are currently developing preventative maintenance schedules and procedures for water and waste electrical installations.

Killaloe Landfill
Electrical cables and pipes at Well 6 leachate pump were recently repaired with functionality and telemetry restored. Maintenance was done on the leachate irrigation system. The steel crusher (One Steel) has been active at Killaloe landfill since 31 March 2014 and Local Law officers initiated vehicle identification for crushing. Site staff were notified of alternate stockpile area for scrap metal if required.

Drinking Water Quality Management Plan (DWQMP)
Staff have retrieved water quality data since 2004 as required to be presented in the DWQMP. Further progress is yet to be made in the development of the DWQMP.

Tropical Cyclone Ita
During the cyclone the water supply teams managed to ensure uninterrupted and safe drinking water to the community. The wastewater teams had to deal with major power disruptions but were able to restore all wastewater services within 24 hours. Waste Services provided extended services to the community to dispose green and other waste before and after the cyclone.

Infrastructure

Most recently the Infrastructure team dealt with the impact of Cyclone Ita, the management of the disaster event and associated rainfall and flooding. On 11 April 2014 the Minister for Police, Fire and Emergency Services, the Hon Jack Dempsey

MP activated the Commonwealth/State Natural Disaster Relief and Recovery Arrangements (NDRRA). Up to seven Queensland Reconstruction Authority (QRA) representatives attended Douglas Shire Council to work with staff to assess and collect data for submission. Douglas Shire Council NDRRA Relief Measures were activated for Counter Disaster Operations and the Restoration of Essential Public Assets. Assistance from QRA onsite has assisted with a streamlined administration process.

The team was an active member of the Local Disaster Management Group (LDMG) membership and participation. Council officers were also responsible for the set-up of the Port Douglas Storm Surge Shelter, and the staffing (together with State personnel) during and immediately after the Cyclone event. The Infrastructure team was also responsible for ensuring essential public assets such as roads were safe, operational, and clear of trees and debris. Council officers and a qualified consultant undertook a rapid assessment of Noah Bridge near Cape Tribulation on Sunday 13 April 2104, and repaired the bridge on Monday 14 April 2014. The team approved a late night application to enable the dredging of the Daintree River the following night, to assist with restoring normal Daintree Ferry operations.

Capital Expenditure
In general the capital works program is progressing relatively well with the majority of projects to be completed before the end of the financial year. The combination of the half year program and a very difficult wet season has meant that May and June will see the delivery of the majority of the on-ground infrastructure.

In the Water and Waste area projects are in progress, however the wet season has caused a disproportionate number of major failures within the sewerage reticulation network. These failures have required contingency budgets for drainage and water to be reallocated to the sewerage area. Some of the sewerage failures relate to the monsoonal event in February and Cyclone Ita and it is expected that there will be some recovery of funds as emergent works carried out through the NDRRA process.

In the Infrastructure area there will be a need to an assessment of the timing of some projects as a result of Cyclone Ita. A small number of projects may not be able proceed at this stage where the associated damage to road infrastructure is forming claims under the NDRRA process. The Queensland Reconstruction Authority has advised that a request for an extension of funding ($480 000) for a Cyclone Yasi related claim for repairs to Mudlo and Mowbray Streets has been refused. The intersection will now be resubmitted as a claim under the Cyclone Ita NDRRA claim. The Woobadda Bridge project has not progressed at the site since Christmas, although components have continued to be formed off site. Staff are now liaising with Cook Shire, as the contractor, on its ability to complete the project on time due to the continued inaccessibility of the site and the impact on the Cook Shire as a result of Cyclone Ita. Buildings (corporate and community), land improvements, plant and equipment projects remain on track for delivery prior to 30 June 2014.

The team is developing improved reporting of the Capital Works Program, and has established the Douglas Asset Management Working Group (AMWG) for the development of an Asset Management System for Operational Infrastructure.

Engineering
Officers have started preparing the Douglas Shire Council grant submission for Department of Local Government, Community Recovery and Resilience. The Queensland Government has further streamlined the process to deliver disaster mitigation and resilience funding to help protect communities from the impact of future flooding and other natural disasters. Eligible organisations can now apply for the 2014-15 joint application package for access to all disaster mitigation and resilience funding programs administered by the Queensland Government. Douglas is working towards flood mitigation with improvements made to four waterway crossings (eg culvert crossings).

Officers are further developing the "Frontline Business Plan Platform Proposal", which is the management of crucial information and data including standards, guidelines and design drawings. Much of this work will inform the DSC Asset Management Working Group.

Officers provide input into development applications, such as drainage. Council's engineer is the champion for DSC Geographic Information System (GIS), working with GIS stakeholders to provide training for interested DSC staff on the GIS application.

Civil Works
The Minister for Police, Fire and Emergency Services has approved the activation of Douglas for the new event "North East Qld Monsoonal Rainfall and Flooding, 7-9 February 2014". QRA representatives attended Douglas Council to work with staff to assess and collect data for submission. Again, assistance from QRA onsite will assist with a streamlined administration process.

Staff have undertaken audit preparation – Audit April 2014 LGM Qld Public Liability Audit for Footpaths, Roads, and Recreation Areas. Audit May 2014 Queensland Local Government Grants Commission, Road Audits.

Select staff have been trained on the application of asset assessment tools for reporting and QRA NDRRA claims. This includes 'reflect and recover' software on portable tablets for data collection, together with photographs and spatial information (GIS). This information has also contributed to the FNQROC draft DSC Road Reseal Program for 2014/2015.

Mossman Depot Workshop
The maintenance and repair of vehicles, plant and equipment is ongoing, and the recruitment process for a Senior Mechanic is underway.

Building facilities
In addition to regular Council building and facilities maintenance the following work is underway:

- Air-conditioning for Douglas Council Administration Building – including the implementation of ultraviolet (UV) lighting for improved air quality, maintenance, and cost efficiencies, for the administration building, library and possibly the Community Hall.

- Participation of the Douglas Council Green Team to identify sustainability opportunities and involvement with FNQROC Road and Public Space Lighting forum; and
- delivery of associated capital works.

Parks and public areas
In addition to the ongoing and scheduled maintenance of parks and public areas this team completed remedial Natural Resource Management (NRM) at Cassowary Creek. This involved 75 School children undertaking tree planting on 1 April 2014.

1080 Feral pig baiting was conducted at Cape Kimberley on 3 April 2014 with a visual camera installed.

The clean-up of parks and public areas commenced immediately following Cyclone Ita and will continue in order to return the Shire's outdoor spaces to a high standard of amenity.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE:

Council's operations are conducted as required by the Local Government Act 2009, and in accordance with all applicable policies and the Douglas Shire Council Operational Plan January 2014 – June 2014.

FINANCIAL/RESOURCE IMPLICATIONS:

Council's operations are conducted in accordance with the 2013-14 Budget adopted 24 January 2014.

RISK MANAGEMENT IMPLICATIONS:

The new Council's operations have been subjected to an early risk assessment process, which will shortly be followed by the finalisation of the Risk Policy and a comprehensive Enterprise Risk Management Plan.

SUSTAINABILITY IMPLICATIONS:

SOCIAL: The diverse communities of Douglas are Council's clients. Council's operations, services and programs are designed and delivered to support the people of Douglas.

ECONOMIC: The twin pillars of financial and economic sustainability underpin all Council's operations.

ENVIRONMENTAL: Environmental management is a priority consideration in the delivery of all Council operations and services.

INTERNAL/EXTERNAL CONSULTATION:

Council's General Managers and Branch Managers have been consulted and have contributed to the preparation of this report.

ATTACHMENTS:

Nil attached.