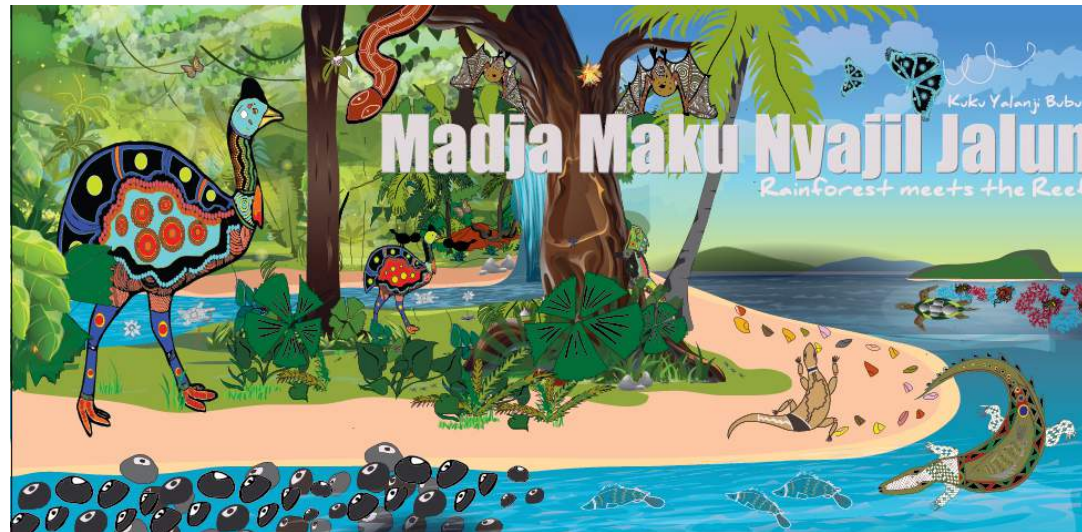


# DOUGLAS SHIRE COUNCIL OPERATIONAL PLAN

2015 - 2016

BUILDING OPPORTUNITIES FOR DIVERSE DOUGLAS  
PROVIDING COMMUNITY BENEFITS AND SERVICES  
SUPPORTING ECONOMIC GROWTH  
PROTECTING THE ENVIRONMENT  
ENGAGING WITH OUR COMMUNITIES





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

## EXECUTIVE SUMMARY

Douglas Shire Council's third Operational Plan consolidates and builds on the diverse range of initiatives delivered by Council in its first 18 months, setting out a comprehensive schedule of programs and services to support all sectors of the community and drive business growth across the Shire. It continues to implement the strategic direction of Council as expressed in its adopted 2014-2019 Corporate Plan, with all operational initiatives costed against the 2015-2016 Annual Budget.

The preparation of an Operational Plan is required by Section 174 of the *Local Government Regulations 2012*. In line with this requirement Council's 2015-2016 Operational Plan details both recurring activities and the major initiatives to be undertaken over the next 12 months by all departments and teams across Council. The Plan details resource requirements, performance indicators, timeframes and responsible officers to manage and deliver the works. As in 2014-2015, an assessment of the progress of the implementation of the Plan will continue to be presented in a formal report to Council each quarter.

As in the last financial year, this Plan provides the mechanism for the delivery of a broad range of community benefits and services. A number of major initiatives, including the progression of the Mossman District Nursing Home, the delivery of \$15m of disaster recovery works, collaboration in the management of significant Indigenous sites, the upgrade of the Mossman Town Centre and the establishment of business and community forums, will be directly managed by the executive team. The Plan also schedules the development of important strategic initiatives to strengthen the economy, drive tourism, support the arts and protect the environment. A number of new regulatory programs, pest management and water and waste water programs are included. Community and recreational infrastructure is to be audited with a particular emphasis on accessibility for all in our community. Continual improvement in service delivery and the implementation of digital and electronic initiatives both in our Libraries and to achieve greater efficiencies in Council's corporate business functions, is ongoing. The Plan also details the administrative actions required of staff to maintain and further develop good governance, corporate communications and business continuity.

For the new Douglas, this second full financial year will see the consolidation of the 2014 start up initiatives, the continuing development of programs across Council's broad portfolio of community and business responsibilities, and the delivery of new projects that drive and strengthen community and financial sustainability.

Completion of this Operational Plan before June 2016 will see the consolidation of many aspects of this new Council's business, and will continue to provide a sound platform for the future growth of the new Douglas.

## MANAGEMENT TEAM

### Ongoing Activities

The Management team will be responsible for the following:

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

### Major Management Team Operational Plans/Strategies

| Reference | Corporate Plan Linkage                    | Action                                                                                                                                     | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator                                                                                                                                       | Additional Resource Requirements                                                                            |
|-----------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| MT1       | 1.3.1                                     | Progress the establishment of the Mossman District Nursing Home site                                                                       |     |     |     |     |     |     |     |     |     |     |     |     | Prepare and obtain Stage One Masterplan approval and Reconfiguration Of Lot approval. Negotiate acceptable land tenure arrangements with nursing home provider. | Town Planning Consultant<br>Professional Legal Advice                                                       |
| MT2       | 1.2.1<br>1.2.4                            | Establish and facilitate the Daintree Joint Management Group                                                                               |     |     |     |     |     |     |     |     |     |     |     |     | Key stakeholders identified and Terms Of Reference established. Two meetings conducted.                                                                         | Refer Council Resolution 5 May 2015 for key stakeholders                                                    |
| MT3       | 1.2.4                                     | Review the existing Management Plans for the Blue Hole and Cow Bay Reserves                                                                |     |     |     |     |     |     |     |     |     |     |     |     | Management Plan reviews completed to the satisfaction of Jabalbina Yalanji Aboriginal Corporation and Council.                                                  | Jabalbina Yalanji Aboriginal Corporation<br>Professional Legal Advice, if required                          |
| MT4       | 5.2.2                                     | Develop and implement an evaluation and reporting tool for service standards                                                               |     |     |     |     |     |     |     |     |     |     |     |     | Implement measures to evaluate service standards and present reporting six monthly to Council.                                                                  |                                                                                                             |
| MT5       | 5.1.1                                     | Executive management of the Natural Disaster Relief and Recovery Arrangements (NDRRA) for the Shire                                        |     |     |     |     |     |     |     |     |     |     |     |     | NDRRA Project Control Group continue to meet on a weekly basis and progress of the NDRRA works reported to Council on a six (6) weekly cycle.                   | Appointed contractors and sub-contractors                                                                   |
| MT6       | 2.3.4                                     | Potential Stage Two of the Mossman Town Centre upgrade                                                                                     |     |     |     |     |     |     |     |     |     |     |     |     | Council's direction implemented                                                                                                                                 |                                                                                                             |
| MT7       | 5.1.2<br>4.3.1<br>4.3.2<br>4.3.3          | Identification and information recording, including pictorial, of places of refuge for inclusion in the Local Disaster Management Plan     |     |     |     |     |     |     |     |     |     |     |     |     | Identification of places of refuge based on a condition and risk assessment throughout the Shire and inclusion of this list in the LDMP                         | Consultants including building inspector and structural engineer, District Disaster Management Group, QFES. |
| MT8       | 2.2.1<br>2.2.5<br>2.3.4<br>4.1.2<br>4.2.2 | Facilitate a "Douglas Business Forum" to engage the Douglas Business Sector to identify key Economic development opportunities and issues. |     |     |     |     |     |     |     |     |     |     |     |     | "Douglas Business Forum" undertaken and relevant matters documented to inform Douglas Economic Development Strategy.                                            | Douglas Chamber of Commerce, Tourism Port Douglas Daintree and Primary Industry Sector.                     |

## CEO UNIT

### Ongoing Activities

The Executive Officer will be responsible for the following:

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

### Major CEO Unit Operational Plans/Strategies

| Reference | Corporate Plan Linkage           | Action                                                                                                        | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator                                                                                                                                                                                            | Additional Resource Requirements |
|-----------|----------------------------------|---------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| CEO1      | 2.2.1<br>5.2.2                   | Develop and implement an Economic Development Strategy.                                                       |     |     |     |     |     |     |     |     |     |     |     |     | Research and Identify suitable framework for Council's Economic Development Strategy and engage a quality consultant to assist with the development. Completed Economic Development Strategy adopted by Council.     | Consultancy Services             |
| CEO2      | 2.3.3                            | Investigate best practice Recreational Vehicle (RV) Strategy models that may be applicable for Douglas Shire. |     |     |     |     |     |     |     |     |     |     |     |     | Identify three (3) best practice RV Strategy models for consideration by Council and for community engagement.                                                                                                       |                                  |
| CEO3      | 1.1.4<br>1.3.3<br>1.3.4<br>3.1.2 | Develop and implement an Arts Policy and Strategy.                                                            |     |     |     |     |     |     |     |     |     |     |     |     | Identify and engage a suitably quality consultant to assist with development of a policy and strategy. Adopt by Council upon completion.                                                                             | Consultancy Services             |
| CEO4      | 4.2.1                            | Investigate the strategic planning framework for the development of a Douglas Community Plan                  |     |     |     |     |     |     |     |     |     |     |     |     | Commence investigation and advise Councillor's of proposed framework for developing Community Plan.                                                                                                                  | Consultancy Services             |
| CEO5      | 2.1.4                            | Investigate options for an "App" which will enhance our customer's digital interaction Council.               |     |     |     |     |     |     |     |     |     |     |     |     | Identify an "App" that provides alternatives medium for customer interaction with Council and a report presented to Council to consider options and if applicable, budget allocation for the 2016/17 financial year. |                                  |
| CEO6      | 3.1.4<br>3.1.5<br>4.1.1<br>4.2.2 | Develop and implement an Illegal Dumping Strategy                                                             |     |     |     |     |     |     |     |     |     |     |     |     | Present a report to Council for adoption of an Illegal Dumping Strategy which incorporates a cross-Council response to the delivery of public education, compliance and waste management.                            |                                  |

## DEVELOPMENT AND ENVIRONMENT

### Ongoing Activities

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

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

### Major Development and Environment Operational Plans/Strategies

| Reference | Corporate Plan Linkage | Action                                                                                                                                                                                                  | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator                                                                                                  | Additional Resource Requirements                                                                                  |
|-----------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| DE1       | 3.1.5<br>3.1.6         | Tender and enter into a new contract for the management and operation of Killaloe landfill and transfer station including a 'recycle' shop.                                                             |     |     |     |     |     |     |     |     |     |     |     |     | New operator engaged                                                                                                       |                                                                                                                   |
| DE2       | 3.1.6                  | Procure and install a leachate management system at Killaloe landfill. This will likely also involve a tender.                                                                                          |     |     |     |     |     |     |     |     |     |     |     |     | Leachate management system installed to the satisfaction of EHP                                                            | Substantial capital investment                                                                                    |
| DE3       | 3.1.6                  | Install surveillance cameras at Killaloe landfill and transfer station.                                                                                                                                 |     |     |     |     |     |     |     |     |     |     |     |     | Cameras installed and operational                                                                                          | Capital investment                                                                                                |
| DE4       | 3.1.6                  | Revise waste management strategy.                                                                                                                                                                       |     |     |     |     |     |     |     |     |     |     |     |     | Strategy drafted and adopted                                                                                               |                                                                                                                   |
| DE5       | 3.1.6                  | Investigate and procure a system for the better tracking and recording of waste generated in the Douglas Shire.                                                                                         |     |     |     |     |     |     |     |     |     |     |     |     | Waste streams able to be tracked appropriately                                                                             | Capital investment                                                                                                |
| DE6       | 4.2.2<br>5.2.1         | Engage a new sustainability officer.                                                                                                                                                                    |     |     |     |     |     |     |     |     |     |     |     |     | Officer employed                                                                                                           | Budget allocation for wages                                                                                       |
| DE7       | 5.1.1                  | Develop and adopt a Corporate Sustainability Strategy.                                                                                                                                                  |     |     |     |     |     |     |     |     |     |     |     |     | Strategy drafted and adopted by Council                                                                                    |                                                                                                                   |
| DE8       | 3.1.1                  | Planning scheme approved by the State and adopted by Council.                                                                                                                                           |     |     |     |     |     |     |     |     |     |     |     |     | Planning Scheme is adopted.                                                                                                | Continuing assistance from external planning consultant, GIS consultant. Financial resources allocated in budget. |
| DE9       | 4.2.2                  | Implement illegal camping strategy.                                                                                                                                                                     |     |     |     |     |     |     |     |     |     |     |     |     | New local laws officer hired. Proactive monitoring and management undertaken as per strategy workshopped with Councillors. | Wage cost for new officer. Budget allocation for police cost. Budget allocation for signage/bollards              |
| DE10      | 4.1.2<br>5.2.2         | Local laws - next stage of local laws review undertaken with informal public engagement and draft amended local laws prepared.                                                                          |     |     |     |     |     |     |     |     |     |     |     |     | Draft amended local laws prepared after opportunity for public comment                                                     | External consultant assistance will be required                                                                   |
| DE11      | 5.1.1                  | Condition audit of Council moorings in Port Douglas Harbour undertaken and repair and maintenance program adopted including budget and time frames re salvaging the two vessels sunken on the moorings. |     |     |     |     |     |     |     |     |     |     |     |     | Audit report received and repair and maintenance program adopted                                                           | Specialist external consultant assistance will be required.                                                       |
| DE12      | 5.3.3                  | Review of all receipt codes and GL paths for regulatory services activities.                                                                                                                            |     |     |     |     |     |     |     |     |     |     |     |     | Regulatory service activities being receipted to the correct location                                                      |                                                                                                                   |

## WATER AND WASTEWATER

### Ongoing Activities

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

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

### Major Water and Wastewater Operational Plans/Strategies

| Reference | Corporate Plan Linkage | Action                                                                                                                       | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator                                                                                                                                                | Additional Resource Requirements                          |
|-----------|------------------------|------------------------------------------------------------------------------------------------------------------------------|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| WW1       | 2.1.2                  | Rehabilitation of sewer network in Mossman & Port Douglas                                                                    |     |     |      |     |     |     |     |     |     |     |     |     | Reduction of groundwater and soil material infiltration into the sewer network and prevention of sewer failures and to improve compliance in terms of discharge volumes. | Relining Contractors                                      |
| WW2       | 2.1.2                  | Wastewater and Water Treatment Plants Server SCADA Citec upgrade and Programmable Logic Controller (PLC) SCADA Citec upgrade |     |     |      |     |     |     |     |     |     |     |     |     | Existing version of SCADA Citec is no longer supported. Is causing reliability issues with impacts on Compliance with EHP Licence and DWQMP.                             | SCADA Contractor and several other electrical contractors |
| WW3       | 2.1.2                  | Drinking Water Storage: Investigate and repair vermin proofing at all water storage/ reservoirs in the Water Supply Schemes. |     |     |      |     |     |     |     |     |     |     |     |     | Compliance with the Drinking Water Quality Management Plan and improve safety and quality of water supplied to community.                                                | Consultant and several contractors                        |
| WW4       | 2.1.2                  | Review and amend Drinking Water Quality Management Plan (DWQMP)                                                              |     |     |      |     |     |     |     |     |     |     |     |     | Improve operating procedures and control measures and amend DWQMP to ensure compliance and improve safety and quality of water supplied to community.                    | Consultant and DEWS accredited Auditor                    |

## INFRASTRUCTURE SERVICES

### Ongoing Activities

The Infrastructure Service Section will be responsible for the following:

- Contributing the development and implementation of planning to enhance and preserve the natural and built environment.
- Coordinating the development and implementation of the landscape management plan.
- Planning and construction of a network of bicycle trails, traffic separation and management arrangements.
- Asset assessment and valuation to prioritise road reseals and rehabilitation.

### Major Infrastructure Services Operational Plans/Strategies

| Reference | Corporate Plan Linkage  | Action                                                                                                                                                                                                                                                                                                                                                                                     | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator                                                                                                                                                                                                                                                                                      | Additional Resource Requirements                                                                                                                                                 |
|-----------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IS1       | 5.1.1<br>5.2.1<br>2.1.1 | 1. Level 2 visual condition rating of Douglas Shire Council Bridge network<br>a. Last comprehensive Level 3 inspection done on Douglas Shire Bridges May 2007<br>b. Contract level 2 structural inspection on bridges with strategies and actions.<br>c. Improve and update bridge asset management register<br>d. Implement a 5 and 10 year bridge maintenance and replacement strategy.  |     |     |     |     |     |     |     |     |     |     |     |     | 1. Bridge inspection report for each bridge in the shire;<br>2. Update Asset Register with the latest condition assessments;<br>3. Develop a maintenance strategy based on severity rankings;<br>4. Develop a Capital Works upgrade program tied to the asset and service management plans.                    | \$150,000 in 15/16 Operational Budget to engage an external contractor to undertake condition assessments and write the reports. Council officers will work with the contractor. |
| IS2       | 5.1.2                   | 2. Community Access Audit - Public Environment (Last review December 2007)<br>a. Review audit from 2007 and update and review recommendations for assessable areas (bus stops, kerb ramps, car parking within the urban areas in Mossman and Port Douglas streetscapes)<br>b. Ensure compliant with Disability Discrimination Act & Australian Standards (design for access and mobility). |     |     |     |     |     |     |     |     |     |     |     |     | 1. Develop a condition assessment report for each infrastructure class;<br>2. Identify and report any non compliance defects for operations to repair;<br>3. Update asset registers with condition assessments;<br>4. Develop a Capital Works upgrade program tied to the asset and services management plans. | Utilise internal resources to undertake site inspections, reporting and updating asset registers. Use 'Asset Edge' software and tablets in the field.                            |
| IS3       | 1.3.4<br>3.1.3          | Review Draft Pest Management Plan - Endorsement by Council.                                                                                                                                                                                                                                                                                                                                |     |     |     |     |     |     |     |     |     |     |     |     | 1. Adopt a Pest Management Plan;                                                                                                                                                                                                                                                                               | Review and drafting can be completed using internal resources.                                                                                                                   |
| IS4       | 1.3.4                   | Audit of all park infrastructure<br>Development of 'Asset Edge' open spaces database to enable management of inspections and maintenance activities for open spaces assets.                                                                                                                                                                                                                |     |     |     |     |     |     |     |     |     |     |     |     | 1. Documented condition assessment of all park infrastructure;<br>2. Update Asset Registers;<br>3. Program defects and general maintenance;<br>4. Develop a program for Capital Works improvements tied to the asset and service management plans.                                                             | Review and updating of ASMP can be completed using internal resources.                                                                                                           |
| IS5       | 5.1.2<br>2.2.4          | Improved management of external contractors.<br>This will be done by addressing three areas to provide cost savings to Council, and improved safety.                                                                                                                                                                                                                                       |     |     |     |     |     |     |     |     |     |     |     |     | 1. Pre Qualified Supplier Arrangement;<br>2. Contractor management process improvement and register;<br>3. Risk assessments of all projects prior to commencing on-site;<br>4. Develop an annual contractor WH&S induction.                                                                                    | Review and updates can be completed using existing internal resources.                                                                                                           |
| IS6       | 2.1.1                   | Review and update the current ASMP for Buildings<br>This will be done by implementing an inspection program on all Douglas Building Assets and developing a 10 year plan for improvements and maintenance.                                                                                                                                                                                 |     |     |     |     |     |     |     |     |     |     |     |     | 1. Carry out inspections of all Council buildings;<br>2. Develop ASMP for buildings;<br>3. Develop a Capital Works program for building renewals                                                                                                                                                               | Review and updates can be completed using existing internal resources.                                                                                                           |
| IS7       | 3.2.4                   | Investigate and implement, where practical , procedures and techniques to reduce herbicide spraying, including the use of glyphosate, on roadsides, public areas and in routine garden maintenance.                                                                                                                                                                                        |     |     |     |     |     |     |     |     |     |     |     |     | 1. Trial completed and findings reported back to Council                                                                                                                                                                                                                                                       | Review and updates can be completed using existing internal resources.                                                                                                           |

## FINANCE AND INFORMATION TECHNOLOGY

### Ongoing Activities

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

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

### Major Finance and Information Technology Operational Plans/Strategies

| Reference | Corporate Plan Linkage  | Action                                                                                                                    | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator                                                                                               | Additional Resource Requirements                                                  |
|-----------|-------------------------|---------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| FIT1      | 5.3.3                   | Continue documentation of internal controls and financial processes.                                                      |     |     |     |     |     |     |     |     |     |     |     |     | Internal Control Procedures documented and endorsed by Management Team.                                                 |                                                                                   |
| FIT2      | 5.3.2<br>5.3.3<br>5.3.4 | Training and multi-skilling of staff to cover staff absences and to maintain service levels within the Finance Branch.    |     |     |     |     |     |     |     |     |     |     |     |     | Key duties identified, skills matrix established and training plan endorsed by General Manager Corporate Services.      | External training providers, if required                                          |
| FIT3      | 5.3.3                   | Transfer existing Grant Register into an automated register within the Authority Software Suite.                          |     |     |     |     |     |     |     |     |     |     |     |     | Successful installation of software to efficiently record, monitor and acquit all grants applied for and received.      | Civica consultants                                                                |
| FIT4      | 5.3.5                   | Refresh & upgrade organisational critical Information Technology Assets.                                                  |     |     |     |     |     |     |     |     |     |     |     |     | Hardware purchased and installed within budget constraints. Progress reported to Management Team on a monthly basis.    | Funds allocated in Capital Works Budget<br>Information Technology Consultants, if |
| FIT5      | 5.1.1                   | Undertake a review of general rating categories to determine if current rating regime supports organisational objectives. |     |     |     |     |     |     |     |     |     |     |     |     | Outcome of review workshopped with Council and recommended general rating regime adopted for the 2016/17 Annual Budget. | Local Government Association of Queensland                                        |

## GOVERNANCE

### Ongoing Activities

The Governance Section will be responsible for the following:

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

### Major Governance Operational Plans/Strategies

| Reference | Corporate Plan Linkage           | Action                                                                                                                                                                                                         | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator                                                                                                                                    | Additional Resource Requirements                                                                                   |
|-----------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| G1        | 5.3.2<br>5.3.4<br>5.3.5          | Negotiate and implement a new Certified Agreement for Council consistent with the Industrial Relations Act 1999, the relevant awards and the Council strategic objectives                                      |     |     |      |     |     |     |     |     |     |     |     |     | New Enterprise Bargaining Agreement accepted by majority of Council staff.                                                                                   | Local Government Association of Queensland                                                                         |
| G2        | 5.1.3<br>5.3.5                   | Develop a Procure Governance Framework which details the organisational procurement guidelines to enhance existing procedures in meeting legislative compliance.                                               |     |     |      |     |     |     |     |     |     |     |     |     | Procurement Governance Framework endorsed by Management Team and submitted to Audit Committee for review. Additional resources and templates established.    | Internal Audit will be engaged at some later stage to test the robustness of the Procurement Governance Framework. |
| G3        | 4.1.1<br>5.2.1                   | Update all Cairns Regional Council Minutes (March 2008 to December 2013) and previous Douglas Shire Council Minutes on to Council Website                                                                      |     |     |      |     |     |     |     |     |     |     |     |     | All minutes available in electronic format and updated on Council's website                                                                                  |                                                                                                                    |
| G4        | 5.3.3<br>5.3.4<br>5.3.5          | Implement a Corporate Wellness Initiative to enhance and promote well being in the workplace.                                                                                                                  |     |     |      |     |     |     |     |     |     |     |     |     | Recommended options endorsed by the Management Team and participation opportunities provided to all staff                                                    |                                                                                                                    |
| G5        | 5.1.1<br>5.2.1                   | Undertake property inspections of all Council leased premises to confirm lease compliance and instigate any rectification actions required.                                                                    |     |     |      |     |     |     |     |     |     |     |     |     | Inspections completed, information collated and rectification actions implemented, if any, reported to Council.                                              |                                                                                                                    |
| G6        | 1.1.5<br>1.3.4<br>2.1.1<br>5.1.1 | Implement Land Management Plans for Coronation Park, Mossman and the Port Douglas Sports Complex                                                                                                               |     |     |      |     |     |     |     |     |     |     |     |     | Plans completed, approved by Department of Natural Resources & Mines and reported to Council for endorsement.                                                |                                                                                                                    |
| G7        | 5.2.1<br>5.2.2                   | Review of existing Standing Orders For Council Meetings General Policy                                                                                                                                         |     |     |      |     |     |     |     |     |     |     |     |     | Revised policy adopted by Council.                                                                                                                           |                                                                                                                    |
| G8        | 5.2.1<br>5.2.2                   | Councillor Induction/On boarding training                                                                                                                                                                      |     |     |      |     |     |     |     |     |     |     |     |     | All new and existing Councillors to have completed Induction                                                                                                 | Local Government Association of Queensland<br>Department of Local Government                                       |
| G9        | 5.2.2<br>5.3.3<br>5.3.5          | Commence implementation of Local Government Association of Queensland Legislative Compliance Tool, specifically as it relates to the <i>Local Government Act 2009 &amp; Local Government Regulation 2012</i> . |     |     |      |     |     |     |     |     |     |     |     |     | <i>Local Government Act 2009 &amp; Local Government Regulation 2012</i> sections of Legislative Compliance Tool established and endorsed by Management Team. | Local Government Association of Queensland                                                                         |

# LIBRARY

## Ongoing Activities

The Library Section will be responsible for the following:

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

## Major Library Operational Plans/Strategies

| Reference | Corporate Plan Linkage | Action                                                                                                                                     | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator/Target                                                                         | Additional Resource Requirements                               |
|-----------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| L1        | 1.2.4<br>1.3.4         | Plan and begin implementation of “Best Start Family Literacy” initiative in line with State Library of Queensland Service Level Agreement. |     |     |     |     |     |     |     |     |     |     |     |     | Number of outreach visits; programs delivered and number of attendees reported via CEO Report to Council | State Library of Queensland funding received<br>- Casual staff |
| L2        | 1.3.4<br>5.3.3         | Investigate opportunities to install “swipe card” (self-access) and security at Port Douglas Kiosk                                         |     |     |     |     |     |     |     |     |     |     |     |     | Report to Council on feasibility of installing swipe card access for Port Douglas Kiosk.                 |                                                                |
| L3        | 1.3.4<br>5.3.3         | Investigate opportunities for “self-check out” facilities of library resources.                                                            |     |     |     |     |     |     |     |     |     |     |     |     | Recommended course of action endorsed by management Team                                                 | State Library of Queensland                                    |
| L4        | 4.1.1                  | Introduce a quarterly Library Newsletter                                                                                                   |     |     |     |     |     |     |     |     |     |     |     |     | 1. Library Newsletter concept endorsed by management Team.<br>2. 1st quarterly Newsletter issued         | State Library of Queensland                                    |

## ORGANISATIONAL BUSINESS SUPPORT UNIT

### Ongoing Activities

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

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

### Major Organisational Business Support Unit Operational Plans/Strategies

| Reference | Corporate Plan Linkage | Action                                                                                                                                                              | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Key Performance Indicator/Target                                                                                                     | Additional Resource Requirements |
|-----------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| OBSU1     | 5.3.3                  | Stage 1 - Review Council's Cemetery Register and update Cemetery Maps.<br>Stage 2 - Investigate options available to display Cemetery Records on Council's website. |     |     |      |     |     |     |     |     |     |     |     |     | Stage 1 - Cemetery Maps updated consistent with Council's Cemetery Register.<br>Stage 2 – Recommended option presented to Management | Consultancy Services             |
| OBSU2     | 5.2.2                  | Evaluate current Name and Address Register procedures to align with industry best practice.                                                                         |     |     |      |     |     |     |     |     |     |     |     |     | Name and Address Register guidelines updated and training delivered to relevant staff.                                               | Civica consultant, if required   |
| OBSU3     | 5.2.2                  | Review and update Accounts Receivable procedures including debt recovery.                                                                                           |     |     |      |     |     |     |     |     |     |     |     |     | Accounts Receivable procedures updated and endorsed by General Manager Corporate Services.                                           |                                  |
| OBSU4     | 5.2.2                  | Complete converting building applications received by New Douglas into Council's Electronic data and Records Management System.                                     |     |     |      |     |     |     |     |     |     |     |     |     | Backlog of building applications profiled into Council's Electronic Data and Records Management System.                              |                                  |