5.06. OPERATIONAL PLAN 2015 - 2016 FOR THE PERIOD OCTOBER TO DECEMBER 2015

REPORT AUTHOR:	Darryl Crees, General Manager Corporate Services
DEPARTMENT:	Corporate Services

RECOMMENDATION

That Council notes the progress of the implementation of the Operational Plan 2015 - 2016.

EXECUTIVE SUMMARY

This report and the attachment details the progress for the second quarter of this financial year in implementing Council's Operational Plan 2015 - 2016. To deliver the initiatives detailed in the Operational Plan 2015 - 2016, a comprehensive internal program has been developed which is regularly reviewed by the Management Team to ensure work priorities are being met.

BACKGROUND

The Operational Plan 2015 - 2016 was adopted 24 June 2015 in conjunction with the Annual Budget 2015 -2016. Under section 174 of the *Local Government Regulation 2012*, a written assessment of the progress of implementing the Operational Plan is to be present to Council on at least a quarterly basis.

PROPOSAL

The attachment to this report provides Council with the progress on implementing the Operational Plan 2015 - 2016 for the second quarter of this financial year.

FINANCIAL/RESOURCE IMPLICATIONS

The activities detailed within the Operational Plan 2015 - 2016 area factored into Council's annual budget.

RISK MANAGEMENT IMPLICATIONS

Progress on the Operational Plan 2015 - 2016 is a regular item for the Management Team meetings to ensure appropriate and relevant resources are deployed to complete the initiatives by the due dates as listed.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

This report has been prepared in accordance with the following:

Corporate Plan 2014-2019 Initiatives:

Theme 5 - Governance

5.2.1 - Provide Councillors and community with accurate, unbiased and factual reporting to enable accountable and transparent decision-making.

COUNCIL'S ROLE

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

The following areas outline where Council has a clear responsibility to act:

Fully-Responsible	Delivering a program or activity for another organisation (usually another level of government).
Regulator	Meeting the responsibilities associated with regulating activities through legislation or local law.

INTERNAL/EXTERNAL CONSULTATION

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

ATTACHMENTS

Attachment 1 - Second Quarter Progress Report on Operational Plan 2015 -2016.



ATTACHMENT A Operational Plan July 2015 – June 2016

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MagiQ#730569

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 successful future for Douglas. ٠
- 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. ٠
- 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 ٠

Major Management Team Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	
MT1	1.3.1	Progress the establishment of the Mossman District Nursing Home site	01/09/15 to 30/06/16	Prepare and obtain Stage One Masterplan approval and Reconfiguration Of Lot approval. Negotiate acceptable land tenure arrangements with nursing home provider.	Town Planning Consultant Professional Legal Advice	☑ Commenced☑ Not Commenced☑ Completed	Development Successful Bu application \$5
MT2	1.2.1 1.2.4	Establish and facilitate the Daintree Joint Management Group	01/10/15 to 31/05/16	Key stakeholders identified and Terms Of Reference established. Two meetings conducted.	Refer Council Resolution 5 May 2015 for key stakeholders	Commenced Not Commenced Completed	Key stakehole Reference es 2015. Second
MT3	1.2.4	Review the existing Management Plans for the Blue Hole and Cow Bay Reserves	01/10/15 to 31/05/16	Management Plan reviews completed to the satisfaction of Jabalbina Yalanji Aboriginal Corporation and Council.	Jabalbina Yalanji Aboriginal Corporation Professional Legal Advice, if required	 ☑ Commenced ☑ Not Commenced ☑ Completed 	Indigenous w Management Jabalbina and management
MT4	5.2.2	Develop and implement an evaluation and reporting tool for service standards	01/08/15 to 31/05/16	Implement measures to evaluate service standards and present reporting six monthly to Council.		□Commenced ⊠Not Commenced □Completed	Work will com reporting tool
MT5	5.1.1	Executive management of the Natural Disaster Relief and Recovery Arrangements (NDRRA) for the Shire	01/07/15 to 30/06/16	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	Commenced	NDRRA PCG work in the fir 2016. Formal presented to
MT6	2.3.4	Potential Stage Two of the Mossman Town Centre upgrade	01/09/15 to 30/04/16	Council's direction implemented		Commenced □Not Commenced □Completed	Design comp completed an Seating and b Office installe engaged and February 201
MT7	5.1.2 4.3.1 4.3.2 4.3.3	Identification and information recording, including pictorial, of places of refuge for inclusion in the Local Disaster Management Plan	01/09/15 to 30/04/16	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.	 ☑ Commenced ☑ Not Commenced ☑ Completed 	inspection an of places of re reviewed by (
MT8	2.2.1 2.2.5 2.3.4 4.1.2 4.2.2	Facilitate a "Douglas Business Forum" to engage the Douglas Business Sector to identify key Economic development opportunities and issues.	01/07/15 to 31/12/15	"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.	Commenced □Not Commenced ⊠Completed	The Business November 20 Feedback fro forum was a g

Comments	Will the action be completed on time?
ent application lodged 24/12/16. Building Our Regions grant funding \$544,150 for enabling infrastructure.	⊠Yes ⊡No
olders identified and Terms Of established. First DJMG held 20 August and DJMG scheduled 25 February 2016.	⊠Yes ⊡No
working group established to undertake ent Plan reviews. Early discussion with and WTMA. Internal review of ent plans commenced.	⊠Yes ⊡No
ommence on development of the ool in the first quarter of 2016.	⊠Yes ⊡No
CG met weekly during 2015 and with final stages is meeting fortnightly in nal monthly reports continue to be to Council.	⊠Yes ⊡No
npleted, community engagement and furniture pallet agreed by Council. d bins installed. New garden near Post illed. Papillon Contractors have been nd work due for completion by the end of 016	⊠Yes ⊡No
and pictorial identification and recording f refuge completed. Currently being y GMO.	⊠ Yes ⊡ No
ess Forum was successfully held on 12 2015 with over 100 delegates attending. from attendees and speakers is that the a great initiative.	⊠Yes ⊡No

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

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	
CEO1	2.2.1 5.2.2	Develop and implement an Economic Development Strategy.	01/09/15 to 30/06/16	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	☑ Commenced☑ Not Commenced☑ Completed	Preliminary
CEO2	2.3.3	Investigate best practice Recreational Vehicle (RV) Strategy models that may be applicable for Douglas Shire.	01/10/15 to 31/05/16	Identify three (3) best practice RV Strategy models for consideration by Council and for community engagement.		☑ Commenced☑ Not Commenced☑ Completed	Initial invest of options id interest for a the econom RV friendly.
CEO3	1.1.4 1.3.3 1.3.4 3.1.2	Develop and implement an Arts Policy and Strategy.	01/10/15 to 31/05/16	Identify and engage a suitably quality consultant to assist with development of a policy and strategy. Adopt by Council upon completion.	Consultancy Services	Commenced Not Commenced Completed 	A Request for interstate consubmissions
CEO4	4.2.1	Investigate the strategic planning framework for the development of a Douglas Community Plan	01/01/16 to 30/06/16	Commence investigation and advise Councillor's of proposed framework for developing Community Plan.	Consultancy Services	Commenced Not Commenced Completed 	Initial resea
CEO5	2.1.4	Investigate options for an "App" which will enhance our customer's digital interaction Council.	01/09/15 to 30/04/16	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.		 ☑ Commenced ☑ Not Commenced ☑ Completed 	Established all areas of
CEO6	3.1.4 3.1.5 4.1.1 4.2.2	Develop and implement an Illegal Dumping Strategy	01/07/15 to 29/02/16	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.		☑ Commenced☑ Not Commenced☑ Completed	Initial discus regarding cr draft will be comments /

Comments	Will the action be completed on time?
ry investigations have commenced.	⊠Yes
	□No
estigations have commenced with a range	⊠Yes
identified. RV strategies are an area of r a number of LGAs in the region due to mic benefits that can be drawn from being y.	□No
t for Quotation was sent to five local and	⊠Yes
consultants. Final assessment of ons received is to take place.	□No
earch has commenced.	⊠Yes
	□No
ed a working group to identify the needs of of Council.	⊠Yes
or Council.	□No
cussions have been held within Council	⊠Yes
cross departmental collaboration. A first be provided to the working group for s / feedback.	□No

DEVELOPMENT AND ENVIRONMENT

Ongoing Activities

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

- Ensuring land use assessment and environmental planning functions are carried out in accordance with statutory requirements including processing of Development Applications and Operational Works Applications within legislated timeframes.
- Ensuring compliance with relevant State legislation, Council Local Laws and the Shire Planning Scheme. •
- Administering Local Law, Environmental Health and other delegated licensing, permitting and registration functions. •
- Undertaking strategic land use planning functions in accordance with statutory requirements. ٠

Major Development and Environment Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status		
		Tender and enter into a new contract for the	01/07/15			⊠Commenced	The Tender	
DE1	3.1.5 3.1.6	management and operation of Killaloe landfill	to	New operator engaged		□Not Commenced	Killaloe Trar December 2	
		and transfer station including a 'recycle' shop.	30/11/15			□Completed	2016.	
						⊠Commenced	Investigation	
		Procure and install a leachate management	01/08/15			□Not Commenced	Managemen ongoing to e	
DE2	3.1.6	system at Killaloe landfill. This will likely also involve a tender.	to 29/02/16	Leachate management system installed to the satisfaction of EHP	Substantial capital investment		site and ec review of w quarter by W	
						⊠Commenced	of clay was i Installation is	
DE3	3.1.6	Install surveillance cameras at Killaloe landfill and transfer station.	01/11/15 to	Cameras installed and operational	Capital investment	□Not Commenced	2016.	
			30/06/16			□Completed		
						⊠Commenced	The Draft W	
		Revise waste management strategy.	01/08/15			□Not Commenced	been prepar Reduction a	
DE4	3.1.6		Revise waste management strategy.	to 30/06/16	Strategy drafted and adopted			public comm expected to adoption.
						⊠Commenced	Discussions	
DE5	3.1.6	Investigate and procure a system for the better tracking and recording of waste generated in	01/10/15 to	Waste streams able to be tracked appropriately	Capital investment	□Not Commenced	system supp near future.	
		the Douglas Shire.	30/06/16			□ Completed		
			01/07/15			⊠Commenced	Position des	
DE6	4.2.2 5.2.1	Engage a new sustainability officer.	to 30/06/16	Officer employed	Budget allocation for wages	□Not Commenced		
			30/00/10			□ Completed		
			01/09/15				This will be a	
DE7	5.1.1	Develop and adopt a Corporate Sustainability Strategy.	to	Strategy drafted and adopted by Council		⊠Not Commenced	Officer, posit February 20	
		-	30/06/16			□ Completed		
					Continuing assistance	⊠Commenced	Draft Schem	
	0.1.1	Planning scheme approved by the State and	01/07/15	Diagrama Oshama in a da da da d	from external planning consultant, GIS	□Not Commenced	check. Timi the local gov	
DE8	3.1.1	adopted by Council.	to 30/06/16		Planning Scheme is adopted.	consultant. Financial resources allocated in budget.		delivery of th
·	I							

Comments	Will the action be completed on time?
er for Operation and Maintenance of	□Yes
ansfer Station and Landfill closed in r 2015 and will be awarded in January	⊠No
ions into the appropriate Leachate	□Yes
ent System, including landfill capping are o ensure the system is appropriate for the economically sustainable for Council. A water balance was undertaken in the Waste Solutions. A potential local source is identified and this is being tested.	⊠No
n is scheduled to commence in early	⊠Yes
	□No
Waste Reduction and Recycling Plan has	⊠Yes
pared in accordance with the <i>Waste</i> and <i>Recycling Act 2011.</i> It is open for nment until 9 th February 2016 and is to go to the February Council Meeting for	□No
ns have commenced with weighbridge	⊠Yes
pplier. Proposal to be provided in the e.	□No
escription prepared for advertising.	⊠Yes
	□No
e a priority action for the Sustainability	⊠Yes
osition advertised week beginning 25 2016.	□No
eme continues to underits State interest	⊠Yes
ming issue with the caretaker period for povernment elections is likely to impact on f the final scheme.	□No

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	
DE9	4.2.2	Implement illegal camping strategy.	01/07/15 to 30/06/16	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	☑ Commenced☑ Not Commenced☑ Completed	The new loc illegal camp increased pa new signage
DE10	4.1.2 5.2.2	Local laws - next stage of local laws review undertaken with informal public engagement and draft amended local laws prepared.	01/08/15 to 30/06/16	Draft amended local laws prepared after opportunity for public comment	External consultant assistance will be required	☑ Commenced☑ Not Commenced☑ Completed	Informal pub of survey res follow.
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.	01/09/15 to 30/06/16	Audit report received and repair and maintenance program adopted	Specialist external consultant assistance will be required.	☑ Commenced□ Not Commenced□ Completed	Maintenance complete. In addition, a installed thro in Dickson In
DE12	5.3.3	Review of all receipt codes and GL paths for regulatory services activities.	01/08/15 to 30/06/16	Regulatory service activities being receipted to the correct location		Commenced ⊡Not Commenced ⊡Completed	This will be the financial A preliminar tasks to be a
DE6 2014/ 2015	3.1.7	Closure of Phase A and B. Staged capping of Killaloe Landfill as per Transitional Environmental Program and Site Development Plan. Due June 2015	01/07/15 To 31/12/15	Capping complete (Phase A & B)	Creation and filling of Technical Officer Waste position, Contractors and Consultant	☑ Commenced☑ Not Commenced☑ Completed	Investigation Managemer ongoing to e site and eco review of wa quarter by V of clay was

Comments	Will the action be completed on time?
ocal laws officer commenced in July. The	⊠Yes
pping strategy is continuing with patrols, police assistance, installation of ge and bollards.	□No
ublic consultation complete. Compilation	⊠Yes
results being prepared, with evaluation to	□No
nce and service of pile moorings	⊠Yes
n, a total of nine (9) regulatory signs were nroughout the pile mooring arrangement n Inlet, on timber, steel and concrete piles.	□No
e undertaken on a progressive basis over	⊠Yes
ial year. ary plan has been developed identifying e actioned.	□No
ons into the appropriate Leachate	□Yes
ent System, including landfill capping, are o ensure the system is appropriate for the conomically sustainable for Council. A water balance was undertaken in the Waste Solutions. A potential local source s identified and this is being tested.	⊠No

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. ٠
- 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 Plumping 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

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
WW1	2.1.2	Rehabilitation of sewer network in Mossman & Port Douglas	01/07/15 to 30/06/16	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	 ☑ Commenced ☑ Not Commenced ☑ Completed 	Procurement process completed. Proposed contract will be submitted for Council approval. Contractor ready to continue immediately with relining activity.	⊠Yes ⊡No
WW2	2.1.2	Wastewater and Water Treatment Plants Server SCADA Citec upgrade and Programmable Logic Controller (PLC) SCADA Citec upgrade	01/08/15 to 30/06/16	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	Commenced	The PLC at Port Douglas WWTP was successfully replaced and associated wastewater SCADA systems upgraded. The upgrading of the remaining SCADA and telemetry systems at wastewater and water plants will continue now. All efforts will be made to ensure minimal disruption of operations	⊠Yes ⊡No
WW3	2.1.2	Drinking Water Storage: Investigate and repair vermin proofing at all water storage/ reservoirs in the Water Supply Schemes.	01/08/15 to 30/06/16	Compliance with the Drinking Water Quality Management Plan and improve safety and quality of water supplied to community.	Consultant and several contractors	☑ Commenced☑ Not Commenced☑ Completed	Investigations are now completed. Awaiting the report from the contractor on how to vermin proof and seal water storages and reservoirs. Indications are that most work will continue in the last quarter of the financial year.	⊠Yes ⊡No
WW4	2.1.2	Review and amend Drinking Water Quality Management Plan (DWQMP)	01/11/15 to 30/06/16	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	Commenced Not Commenced Completed 	The draft DWQMP was endorsed by Council and was submitted on 26 November 2015 for approval by DEWS.	⊠Yes ⊡No

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

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	
IS1	5.1.1 5.2.1 2.1.1	 Level 2 visual condition rating of Douglas Shire Council Bridge network a. Last comprehensive Level 3 inspection done on Douglas Shire Bridges May 2007 b. Contract level 2 structural inspection on bridges with strategies and actions. c. Improve and update bridge asset management register d. Implement a 5 and 10 year bridge maintenance and replacement strategy. 	01/10/15 to 29/02/16	 Bridge inspection report for each bridge in the shire; Update Asset Register with the latest condition assessments; Develop a maintenance strategy based on severity rankings; 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.	☑ Commenced□ Not Commenced□ Completed	Contractor e January 201 capture and
IS2	5.1.2	 Community Access Audit - Public Environment (Last review December 2007) 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) Ensure compliant with Disability Discrimination Act & Australian Standards (design for access and mobility). 	01/10/15 to 31/03/16	 Develop a condition assessment report for each infrastructure class; Identify and report any non compliance defects for operations to repair; Update asset registers with condition assessments; 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.	☑ Commenced□ Not Commenced□ Completed	Bus stops h mapped in t and bikeway
IS3	1.3.4 3.1.3	Review Draft Pest Management Plan - Endorsement by Council.	01/10/15 to 31/12/15	1. Adopt a Pest Management Plan;	Review and drafting can be completed using internal resources.	☑ Commenced☑ Not Commenced☑ Completed	New legislat 2016 and al rather than I Authorised (a new Biose
IS4	1.3.4	Audit of all park infrastructure Development of 'Asset Edge' open spaces database to enable management of inspections and maintenance activities for open spaces assets.	01/08/15 to 31/12/15	 Documented condition assessment of all park infrastructure; Update Asset Registers; Program defects and general maintenance; 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.	☑ Commenced□ Not Commenced□ Completed	GIS consulta to capture a
IS5	5.1.2 2.2.4	Improved management of external contractors. This will be done by addressing three areas to provide cost savings to Council, and improved safety.	01/08/15 to 31/03/16	 Pre Qualified Supplier Arrangement; Contractor management process improvement and register; Risk assessments of all projects prior to commencing on-site; Develop an annual contractor WH&S induction. 	Review and updates can be completed using existing internal resources.	☑ Commenced☑ Not Commenced☑ Completed	Draft contra developed. place. Proje reporting is WH&S unit.

Comments	Will the action be completed on time?
r engaged and work to commence in	⊠Yes
official and work to commence in 016. Internal staff to assist in data nd gain experience	⊠ Yes ⊡No
han a hara a silita da a di bara a lita a	
have been audited and inspections the Asset Edge database. Footpaths	⊠Yes
ays to be inspected from February 2016.	□No
ation is due to be implemented by June	□Yes
all LGs to now have a Biosecurity Plan n Pest Management Plan. Training of d Officers is scheduled and following this security Plan to be created for Douglas.	⊠No
Iltant has been engaged to set up system	□Yes
assets for park infrastructure.	⊠No
ractor induction handbook has been	⊠Yes
I. Pre qualified supplier arrangement is in pject documentation and risk assessment s being developed with the help from the it.	□No

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	
IS6	2.1.1	Review and update the current ASMP for Buildings. This will be done by implementing an inspection program on all Douglas Building Assets and developing a 10 year plan for improvements and maintenance.	01/08/15 to 31/03/16	 Carry out inspections of all Council buildings; Develop ASMP for buildings; Develop a Capital Works program for building renewals 	Review and updates can be completed using existing internal resources.	□Commenced⊠Not Commenced□Completed	Project com
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.	01/10/15 to 30/04/16	1. Trial completed and findings reported back to Council	Review and updates can be completed using existing internal resources.	☑ Commenced☑ Not Commenced☑ Completed	Contractor e program in I playground
l1 2014/ 2015	3.1.5	Plan to enhance and preserve the natural environment	01/07/15 To 31/12/15	Coconut Management Policy	Public consultation	 □Commenced □Not Commenced ⊠Completed 	Coconut Ma Plan adopte September 3
4 2014/ 2015	3.1	Implementation of DNRM River Improvement Trust to address damage to rivers and the flooding of land	01/07/15 To 31/12/15	Implement River Improvement Trust	Local Government application to the Minister DNRM or use existing Cairns RIT	☑ Commenced☑ Not Commenced☑ Completed	A report was 16 June 201 Regional Co report to Co
15 2014/ 2015	2.3.5	Plan for Douglas as the "bicycle capital of Australia"	01/07/15 To 31/12/15	Five (5) year plan for bicycle infrastructure	Public consultation; Review previous studies	☑ Commenced☑ Not Commenced☑ Completed	A five (5) ye produced ar staff have al Transport ar <i>Far North Q</i> <i>(FNQPCNP)</i> will occur in

Comments	Will the action be completed on time?
mmencement rescheduled to January	⊠Yes
	□No
r engaged to commence pilot steam weed n February for 3 months concentrating on	⊠Yes
d areas.	□No
Ianagement Plan and Coconut Action ted by Council resolution at the 29	⊠Yes
er 2015 Ordinary Meeting.	□No
as presented to the Council meeting of 015 and further discussions with Cairns	□Yes
Council are still required before a final Council.	⊠No
year cycle infrastructure plan was and workshopped with Council. Council	□Yes
also been involved in the officers from and Main Roads in the finalisation of the <i>Queensland Principal Cycle Network Plan</i> <i>IP)</i> . Community engagement on the plan	⊠No
in the first quarter of 2016.	

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

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	
FIT1	5.3.3	Continue documentation of internal controls and financial processes.	01/10/15 to 30/04/16	Internal Control Procedures documented and endorsed by Management Team.		Commenced Not Commenced Completed	This process dependant u
FIT2	5.3.2 5.3.3 5.3.4	Training and multi-skilling of staff to cover staff absences and to maintain service levels within the Finance Branch.	01/11/15 to 31/05/16	Key duties identified, skills matrix established and training plan endorsed by General Manager Corporate Services.	External training providers, if required	Commenced	Priority area and training
FIT3	5.3.3	Transfer existing Grant Register into an automated register within the Authority Software Suite.	01/07/15 to 30/06/16	Successful installation of software to efficiently record, monitor and acquit all grants applied for and received.	Civica consultants	Commenced Dot Commenced Completed	Preliminary register con the Authority
FIT4	5.3.5	Refresh & upgrade organisational critical Information Technology Assets.	01/07/15 to 31/12/15	Hardware purchased and installed within budget constraints. Progress reported to Management Team on a monthly basis.	Funds allocated in Capital Works Budget Information Technology Consultants, if required	□ Commenced □ Not Commenced ⊠ Completed	Audio visual nursery. Wir Douglas huk commission system and upgrades co
FIT5	5.1.1	Undertake a review of general rating categories to determine if current rating regime supports organisational objectives.	01/10/15 to 30/06/16	Outcome of review workshopped with Council and recommended general rating regime adopted for the 2016/17 Annual Budget.	Local Government Association of Queensland	⊠Commenced □Not Commenced □Completed	Preliminary including so and equity o rating catego until the new are received assessed.
FIT4 2014/ 2015	5.3.3	Complete implementation of the Authority software modules to meet operational requirements	01/07/15 to 29/02/16	Modules operational, refresher training undertaken and timely provision of routine maintenance/upgrades.	Civica	☑ Commenced☑ Not Commenced☑ Completed	All modules developmen scheduling.

Comments	Will the action be completed on time?
ess is ongoing and its progress is t upon available staff resources.	⊠Yes ⊡No
eas for multi-skilling have been identified ng in some areas has now commenced	⊠Yes ⊡No
y investigations undertaken regarding ontent and functionality available within rity Software Suite.	⊠Yes ⊡No
al facilities upgraded at depot and Vireless network upgrades complete. Port ub equipment supplied and oned. Network hardware, Telephone Id Managed Services Environment (Citrix) completed.	⊠Yes ⊡No
y investigations have commenced, sourcing relevant information on fairness of rating and an initial analysis of current egories. Further progress will be limited ew valuations from the Valuer-General ed by Council and their impact is	⊠Yes ⊡No
es completed except for online ent applications. Delay due to vendor g.	⊠Yes ⊡No

GOVERNANCE

Ongoing Activities

The Governance Section will be responsible for the following:

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

Major Governance Operational Plans/Strategies

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
G1	5.3.2 5.3.4 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	01/07/15 to 30/11/15	New Enterprise Bargaining Agreement accepted by majority of Council staff.	Local Government Association of Queensland	 ☑ Commenced □ Not Commenced □ Completed 	Extension of existing agreement sought from all unions in August 2015.New Agreement to be drafted in the 2016/17 year. As at the end of December 2015 the appeals lodged by the State and AWU against the QIRC on the Local Government Award had not been decided. This is beyond Council's control and may result in this initiative being carried forward to 2016/17 financial year.	⊡Yes ⊠No
G2	5.1.3 5.3.5	Develop a Procurement Governance Framework which details the organisational procurement guidelines to enhance existing procedures in meeting legislative compliance.	01/07/15 to 31/12/15	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.	 □ Commenced □ Not Commenced ⊠ Completed 	Senior Procurement Officer appointed. Considerable work completed on templates and contract documentation. Procurement General policy adopted by Council 16 December 2015.	⊠Yes ⊡No
G3	4.1.1 5.2.1	Update all Cairns Regional Council Minutes (March 2008 to December 2013) and previous Douglas Shire Council Minutes on to Council Website	01/07/15 to 30/09/15	All minutes available in electronic format and updated on Council's website		 ☑ Commenced ☑ Not Commenced ☑ Completed 	The link for the minutes relating to the amalgamated years has been updated on the Website. The linking of the former Douglas minutes is still in progress.	⊡Yes ⊠No
G4	5.3.3 5.3.4 5.3.5	Implement a Corporate Wellness Initiative to enhance and promote well being in the workplace.	01/07/15 to 31/12/15	Recommended options endorsed by the Management Team and participation opportunities provided to all staff		 ☑ Commenced ☑ Not Commenced ☑ Completed 	This initiative is ongoing with a Quit Smoking program to be launched. Staff also endeavouring to obtain the services of Hearing Australia to conduct hearing tests.	⊡Yes ⊠No
G5	5.1.1 5.2.1	Undertake property inspections of all Council leased premises to confirm lease compliance and instigate any rectification actions required.	01/07/15 to 31/12/15	Inspections completed, information collated and rectification actions implemented, if any, reported to Council.		☑ Commenced☑ Not Commenced☑ Completed	Property inspections substantially completed by end December 2015 with all residual inspections to be finalised by end January 2016.Inspection program now established to be undertaken in September/October each year.	⊡Yes ⊠No
G6	1.1.5 1.3.4 2.1.1 5.1.1	Implement Land Management Plans for Coronation Park, Mossman and the Port Douglas Sports Complex	01/11/15 to 31/05/16	Plans completed, approved by Department of Natural Resources & Mines and reported to Council for endorsement.		☑ Commenced☑ Not Commenced☑ Completed	Land Management Plan for Coronation Park Mossman has been approved by Department Natural Resources & Mines (DNRM). Land Management Plan for Port Douglas sports Complex soon to be lodged with DNRM. Both Land Management Plans will be presented to Council for adoption in coming months.	⊠Yes ⊡No

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	
G7	5.2.1 5.2.2	Review of existing Standing Orders For Council Meetings General Policy	01/01/16 to 30/06/16	Revised policy adopted by Council.		 ☑ Commenced ☑ Not Commenced ☑ Completed 	Review is un be presente second qua
G8	5.2.1 5.2.2	Councillor Induction/On boarding training	01/04/16 to 30/06/16	All new and existing Councillors to have completed Induction	Local Government Association of Queensland Department of Local Government	□Commenced ⊠Not Commenced □Completed	Will be com
G9	5.2.2 5.3.3 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 &</i> <i>Local Government Regulation 2012.</i>	01/07/15 to 30/06/16	Local Government Act 2009 & Local Government Regulation 2012 sections of Legislative Compliance Tool established and endorsed by Management Team.	Local Government Association of Queensland	 □Commenced ⊠Not Commenced □Completed 	This initiativ 2016.

Comments	Will the action be completed on time?
underway and draft standing orders will	⊠Yes
ted to Council for consideration during the larter 2016.	□No
mmenced in the first quarter of 2016.	⊠Yes
	□No
ive will be progressed in the first half of	⊠Yes
	□No

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

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
L1	1.2.4 1.3.4	Plan and begin implementation of "Best Start Family Literacy" initiative in line with State Library of Queensland Service Level Agreement.	01/07/15 to 30/06/16	Number of outreach visits; programs delivered and number of attendees reported via CEO Report to Council	State Library of Queensland funding received - Casual staff	Commenced Not Commenced Completed 	"Best Start" has changed its name to "First 5 Forever". Launch completed, planning in process & outreach started.	⊠Yes ⊡No
L2	1.3.4 5.3.3	Investigate opportunities to install "swipe card" (self-access) and security at Port Douglas Kiosk	01/08/15 to 30/04/16	Report to Council on feasibility of installing swipe card access for Port Douglas Kiosk.		□ Commenced ⊠ Not Commenced □ Completed		□Yes □No
L3	1.3.4 5.3.3	Investigate opportunities for "self-check out" facilities of library resources.	01/09/15 to 30/04/16	Recommended course of action endorsed by management Team	State Library of Queensland	Commenced Not Commenced Completed 	State Library is investigating self-check outs.	□Yes □No
L4	4.1.1	Introduce a quarterly Library Newsletter	01/12/15 to 31/03/16	 Library Newsletter concept endorsed by management Team. 1st quarterly Newsletter issued 	State Library of Queensland	 □ Commenced ☑ Not Commenced □ Completed 		⊠Yes ⊡No

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

REF	Corp. Plan Link	Action	Timeframe	Key Performance Indicator	Additional Resource Requirements	Status	Comments	Will the action be completed on time?
OBSU1	5.3.3	Stage 1 - Review Council's Cemetery Register and update Cemetery Maps. Stage 2 - Investigate options available to display Cemetery Records on Council's website.	01/07/15 to 30/06/16	Stage 1 - Cemetery Maps updated consistent with Council's Cemetery Register. Stage 2 – Recommended option presented to Management Team.	Consultancy Services	 ☑ Commenced ☑ Not Commenced ☑ Completed 	Consultant is investigating options available to display cemetery records on Council's website.	⊠Yes ⊡No
OBSU2	5.2.2	Evaluate current Name and Address Register procedures to align with industry best practice.	01/08/15 to 30/04/16	Name and Address Register guidelines updated and training delivered to relevant staff.	Civica consultant, if required	Commenced □Not Commenced □Completed	Cleansing of Name and Address records have been completed. Training of staff in accordance with updated guidelines to commence early in 2016.	⊠Yes ⊡No
OBSU3	5.2.2	Review and update Accounts Receivable procedures including debt recovery.	01/09/15 to 30/04/16	Accounts Receivable procedures updated and endorsed by General Manager Corporate Services.		Commenced □Not Commenced □Completed	Documenting procedures are close to completion and will be provided to GMCS for endorsement early in the new year.	⊠Yes ⊡No
OBSU4	5.2.2	Complete converting building applications received by New Douglas into Council's Electronic data and Records Management System.	01/12/15 to 31/03/16	Backlog of building applications profiled into Council's Electronic Data and Records Management System.		Commenced □Not Commenced □Completed	Building applications have all been profiled and processed into Council's electronic records management system. A number of hard copy records to be placed on files to complete initiative.	⊠Yes ⊡No