ORDINARY MEETING	5.1
3 JUNE 2014	J. 1

DOUGLAS SHIRE COUNCIL CORPORATE PLAN 2014-2019

Kerrie Hawkes: Executive Officer, (# 421547) Linda Cardew: Chief Executive Officer

RECOMMENDATION:

That Council adopts the Douglas Shire Council Corporate Plan 2014-2019.

EXECUTIVE SUMMARY:

The Local Government Regulation 2012 requires Council to prepare a five year Corporate Plan. The Corporate Plan provides Council with a strategic focus and direction for Council's elected members and staff to achieve priority outcomes.

BACKGROUND:

The Corporate Plan forms Council's principal strategic planning document and the objectives will be integrated into all of Council's operations.

Council's annual Operational Plan for the 2014/15 financial year needs to be consistent with the Corporate Plan and accordingly inform the 2014/15 budget.

The plan has been developed in consultation with the elected members, council staff and the diverse communities of Douglas. This involved a number of meetings and workshops throughout the Shire, together with the opportunity to provide feedback through a range of digital media.

Councillors were provided with a draft document on the 8 April 2014 of which Councillors were requested to provide the goals and actions they had identified as a need in the communities of Douglas.

The refined draft document was then available for public comment from the 28 April 2014 to the 16 May 2014.

This was promoted via;

- Council's web site www.douglas.qld.gov.au
- Facebook www.facebook.com/douglasshirecouncil
- Radio Port Douglas 90.9FM
- Port Douglas and Mossman Gazette
- Newsport
- Mossman and Port Douglas Libraries
- Email networks
- Notice boards

There were a variety of opportunities for our diverse communities to participate in the development of the document.

They were:

- Public workshops throughout the Shire
- Council's web site www.douglas.qld.gov.au
- Facebook www.facebook.com/douglasshirecouncil
- Council Administration building
- Mossman and Port Douglas Libraries
- Email
- One on one discussion.

This information was then collated and the plan amended to reflect the comments and suggestions provided by the communities of the Shire. There were some commonalities in the feedback provided being:

- Partnering with groups, organisations and government
- Support of diversification of the industries in the Shire sports and cultural tourism, primary industry
- Communication tools events calendar, new ratepayers "Welcome pack",
- Working with the Traditional Owners in the Shire
- Bicycle trails throughout the Shire.

The plan was presented to Councillors on 20 May 2014 for final amendments in preparation for this report to Council on 3 June 2014.

PROPOSAL:

That Council adopt the Douglas Shire Corporate Plan 2014-2019.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE:

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

In accordance with the *Local Government Regulation 2012*, the Corporate Plan must be adopted in sufficient time to allow a budget and annual Operational Plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the Corporate Plan.

The annual Operational Plan must state how Council will progress the implementation of the Corporate Plan during that financial year.

FINANCIAL/RESOURCE IMPLICATIONS:

The Operational Plan and Budget will be developed in consultation with the Corporate Plan.

RISK MANAGEMENT IMPLICATIONS:

The strategic direction as expressed in the Corporate Plan has been developed in the context of the current financial position of Council and the region. The focus is on delivering a comprehensive and sustainable approach to the management and development of the region

INTERNAL/EXTERNAL CONSULTATION:

Consultation for the Corporate Plan was developed and implemented according to Council's Community Engagement Framework.

Consultation has taken place with:

Elected Members, Council employees, Indigenous organisations, Traditional Owners and individual community members that chose to provide feedback.

All feedback and suggestions have been taken into consideration and, as appropriate, have been implemented or allocated for inclusion in the Operational Plan.

ATTACHMENT

Draft Corporate Plan.





ACKNOWLEDGEMENTS

The Eastern Kuku Yalanji and Yirrganydji peoples are the Traditional Custodians and Owners of the land and sea country that encompass the Douglas Shire region.

Douglas Shire Council acknowledges the 'Bama', the traditional rainforest Aboriginal coastal people of our region who hold the unique position of being the First Peoples of this country. We recognise and respect your cultural heritage, values, beliefs and continuing relationship and responsibility to your land and sea country. We honour and respect your Elders past, present and future.

We commit to maintaining and strengthening our partnerships and respectful relationships with you in the spirit of reconciliation so that together we can increase the opportunities for successful and positive outcomes to the advantage of everyone in our communities.

Council respectfully acknowledges other Aboriginal and Torres Strait Islander people who call our region home!

Douglas Shire Council would like to acknowledge and thank all Traditional Owners who have contributed to the development of this Corporate Plan, who have attended community consultation sessions and have provided translations of the themes into 'language'.

This document is available on Councils web site www.douglas.qld.gov.au, in audio file and EText. Large print copies are also available upon request.





MESSAGE FROM THE MAYOR

It is with pride that I present to you the new Douglas Shire Council Corporate Plan. This plan is a blue print for the future of the Douglas region and identifies key themes, goals and strategies which will guide our operations from 2014 to 2019.

The new Douglas Shire Council came into existence on 1 January 2014 following a poll in March 2013 when the majority of the community voted in favour of deamalgamation.

Our vision is to lead the way on financial, environmental and social sustainability and to be a model for other councils to follow.

It is a new era in Douglas and the future of our region is both exciting and challenging. The birth of the new Douglas Council has injected fresh energy and innovation into everything we do. We have created an entirely new organisational structure and

culture. This culture is based on a contemporary, smart and innovative approach to all aspects of council's operations, with a strong focus on productivity, business efficiency, accountability and good governance.

The uniqueness of our area and extraordinary natural landscapes are the basis of our tourism industry and local economy, alongside a thriving agricultural sector. Port Douglas, Daintree and Mossman are well-known names, synonymous with environmental splendour and beauty in the reef and rainforest World Heritage listed areas.

Council is committed to working closely with all sectors of the community and business, including the state and federal governments to achieve a strong, vibrant, diverse and sustainable economy with long term job opportunities and an even better lifestyle.

Fulia Leu

MESSAGE FROM THE CEO

Like the Mayor, it is a great honour to present this first Corporate Plan for the new Douglas Shire Council.

This Plan represents far more than just a strategic direction for the next five years; it is a document that signals a positive, confident way forward, defined by an enthusiastic community working in partnership with Council and staff.

The Plan is contemporary and concise, practical and achievable. Its themes identify issues and aspirations that are of common interest and immense importance to our diverse communities.

The achievement of the Goals and the completion of each of the Actions will mean that together, we will have contributed to the making of a more prosperous, healthier community, environment and economy.



Council staff are honoured and proud to have contributed to this historical document and are committed to a high level of excellence in the delivery of all services. I wish to thank all staff for their many and valued contributions to the development of the new Douglas, and the numerous residents and businesses who have provided advice, suggestions and support in the delivery of this Plan.

Linda Cardew



WHAT IS A CORPORATE PLAN?

The Corporate Plan is the key strategic business plan for Council. It is a medium-term organisational directions document that describes our priorities for the future; informing the community of Council's intent. It provides a focused framework for Council to plan and undertake its business and service delivery for a period of 5 years and beyond, having regard to various issues which may have been identified during the planning process, including community engagement.

HOW AND WHEN WILL IT BE USED?

The Corporate Plan will be implemented from 1 July 2014 - 30 June 2019. It is used to drive the development of the annual Budget and Operational Plan. These in turn detail Council's actions and projects each year, showing how these strategies and outcomes will be resourced. It sets a clear vision and objectives for the Shire, in consultation with the community, and outlines how these will be delivered.

To achieve our goals we need to work collaboratively both within and external to our organisation. Council will work with our residents, businesses, visitors, and the State and Federal Governments, its agencies, our suppliers and contractors, and the many others who contribute to the social well-being and economic development of our diverse communities, and to the preservation of our unique environment.

WHY HAVE A CORPORATE PLAN?

Apart from being a legislative requirement, developing a Corporate Plan is good business practice. It provides Council with a strategic focus and is a useful tool directing Council's elected members and staff to achieve priority outcomes. It communicates the guiding principles, values and core services for Douglas Shire Council.

HOW WAS THE CORPORATE PLAN PREPARED?

The Corporate Plan was developed in close consultation with the community. This involved a number of community meetings and workshops throughout the Shire, together with the opportunity to provide feedback through a range of digital media. The feedback received from these processes was collated and used to assist in the development of the Corporate



OUR SHIRE

The new Douglas Shire Council came into existence on 1 January 2014 following a poll in March 2013 at which the results favoured de-amalgamation. The Shire of Douglas had previously existed as a local government entity from 1880 until 2008, when it was amalgamated with the City of Cairns to become the Cairns Regional Council.

Covering an area of 2427.3 km2 from north of Ellis Beach in the south, to the Bloomfield River in the north, the Shire is home to approximately 11,000 people consisting of many diverse communities. The Traditional Owners, the Eastern Kuku Yalanji and Yirrganydji peoples, occupied this area for thousands of years prior to first contact.

The Douglas Shire lies within Australia's Wet Tropics World Heritage area and is a world renowned tourist destination, surrounded by two of Australia's natural wonders. Each year hundreds of thousands of visitors travel to Douglas Shire to enjoy the stunning back drop of Australia's Wet Tropics World Heritage listed rainforest to the west and north, and the Coral Sea and World Heritage listed Great Barrier Reef Marine Park to the east.

Douglas is not only where the 'rainforest meets the reef' but is also a significant gateway to the Windsor and Atherton Tablelands, and the outback Savannah region beyond the Great Dividing Range.

While Douglas is a thriving tourist destination, much of the rural area that is farmed is used for sugar cane production, the primary agricultural industry in Douglas.

OUR COUNCIL

Douglas Shire Council comprises the Mayor and four (4) Councillors who are elected to represent the current and future interests and concerns of the diverse Douglas communities, through decision making that benefits the community as a whole.

We recognise that the roles of Local Government have evolved over time. The organisation is responsible for implementing Council's decisions and for providing a wide range of facilities and services. While these traditional roles are still fundamental to Local Government, we understand the communities of the new Douglas seek a more comprehensive and sustainable approach to the development and management of their local area.

We are a new and contemporary Council that:

- · is enthusiastic, capable, innovative and productive
- is building a solid governance platform demonstrating transparency, compliance, efficiency in service delivery and sound risk management.
- is earning the trust of our diverse communities through genuine engagement and proactive management practices
- enjoys strong and valued partnerships with external organisations, institutions and all levels of Government



CORPORATE FRAMEWORK



LOCAL AND REGIONAL OPPORTUNITIES

Council's Corporate Plan has been produced in accordance with the requirements of the *Local Government Regulation 2012*. In developing the Corporate Plan 2014-2019, the following local and regional opportunities have been considered:

 Community, Art, Culture, Sport and Recreation and Well-Being In supporting and helping to create a community that is healthy, inclusive and vibrant, Council will assess, maintain and establish services and facilities that represent the character and aspirations of the region's communities.

Council is committed to supporting and encouraging the arts and unique cultures of our area to enrich lives of locals and visitors alike. Our Council places a high priority on the health and well-being of its residents and recognises the importance of providing public recreational spaces, infrastructure and sporting facilities that meet the community's needs.

Economic Development

Council understands that there is value in supporting specific initiatives that will be of significant economic benefit to the Douglas area, and will showcase the sustainable use and management of the Shire's natural resources.

We recognise that as a procurer of goods and services Council can support the businesses in our Shire. Where possible and in line with Council's Procurement Policy, we will endeavour to utilise 'Local' goods and services.

· Disaster management

Council has a strategic leadership role in reducing the impact of disaster events on our community through the coordination of the Local Disaster Management Group and the implementation of the Local Disaster Management Plan.

Council provides resources and supports links between individuals and agencies to facilitate a comprehensive, all hazards, all agencies approach to coordinated planning across the four phases of disaster mitigation: prevention, preparation, response and recovery. Council promotes a prepared, resilient community by aiding residents to develop the necessary tools to reduce the consequences of a disaster event, affecting a speedy return to a safe and secure environment for all members of the community.

Financial Management

Providing a diverse range of services and facilities, including essential utility services and infrastructure, is a core operational responsibility. Council has custody of significant infrastructure assets and allocates funds to achieve the maintenance, preservation and renewal of those assets over their respective useful lives. To achieve ongoing financial sustainability Council needs to maintain its working and infrastructure

capital over the long term and is establishing an integrated approach to long-term financial forecasts and asset management plans.

In conjunction with its strategic planning processes, Council is developing and implementing a proactive enterprise risk management strategy to balance financial risks with the requirements and aspirations of the Douglas communities.

Environmental Management

Managing the rate, extent and impacts of change to the built environment is important to preserving the unique appeal of the Douglas Shire.

Through the implementation of sound planning policies and strategies reflected in updated key documents including the Douglas Shire Planning Scheme, and the Daintree Gateway Masterplan and through transparent, considered decision making, Council will contribute to the economic and social development of the Shire.

Infrastructure Management

Council will ensure our infrastructure is developed and maintained to connect our communities and provide safe recreational opportunities. Open spaces that are adequate, planned and enhanced to encourage use and provide safe recreational opportunities, will support the growth of a healthy and vibrant community, and showcase the region's exceptional natural assets.

We are committed to delivering infrastructure in an efficient and coordinated manner, demonstrating consistent value for money. We will implement standards that at all times consider impacts on the natural environment.

Water and Waste Management

Drinking water quality is important for the community. Innovative, cost effective strategies will be investigated to further improve quality and secure an uninterrupted supply of safe drinking water. Water and wastewater infrastructure will be maintained, optimised and where necessary upgraded, to ensure Council compliance with statutory requirements and licence conditions.

Kerbside waste and recycling collections, landfill and waste transfer station operations contracts will be reviewed and where required, new contracts negotiated to benefit the community, Council and the environment.

· Regional Cooperation

The new Douglas is proud to sit within a strong and diverse region comprising resitient and capable Councils. Our partnership with our Local Government neighbours, and with those organisations that represent our interests, is fundamental to the growth of the region, and to the support of our communities.

We recognise the opportunity to work with others for our mutual development, to achieve sustainable growth with a high level of environmental management.

· Planning for the future

Council is keen to embrace the unique opportunity afforded through de-amalgamation, to create and manage a future that the community needs and wants. Council's strategic planning and risk management will be sound and structured, underpinned by the twin goals of productivity and innovation.

Planning for the management of Council's finances, the efficient delivery of services, the maintenance and delivery of assets, and the support and coordination of disaster management teams will be contemporary and compliant. Council's goal is to provide a capable and committed administration, well-resourced and highly motivated to support a proud, resilient and sustainable community.

DEFINING COUNCIL'S ROLE

As outcomes are identified that require Council's involvement or are beyond its roles and responsibilities.

Council will use the following roles continuum and statements to guide its decision making to determine the role Council will undertake. This approach ensures that Council stays focused on its core responsibilities, using its resources efficiently and effectively, while collaborating with others to achieve desired outcomes.

INFORMATION PROVIDER/PROMOTER: Providing information on, or strategically promoting, community services, opportunities, events, people and places.

ADVOCATE: Making representations on behalf of the community and seeking support from others who are able to apply influence to an issue, or funding/investments/resources to a service, project or program.

FACILITATOR/INITIATOR: Bringing together or connecting stakeholders to pursue an issue, opportunity or shared interest or service and determine appropriate action.

AGENT: Providing a service on behalf of, and funded by, others that involves hosting or other in-kind use of council resources.

PART FUNDER: Contributing minority/part resourcing to a service for which others have responsibility.

DIRECT SERVICE PROVIDER: Responsible for and providing full or majority of resources for a service, eg road maintenance.

REGULATOR: Required by legislation to provide a specific service. For example, development policy and assessment.

OWNER/CUSTODIAN: Owning or managing infrastructure, facilities, reserves and natural areas. This is a supporting role to "Service Provider" and will appear together with one of these provider roles, and has particular public liability responsibilities.



THEME 1 CELEBRATING OUR COMMUNITIES

"Nganamu Bubu Kunbul" (Our Community Celebration - Eastern Kuku Yalanji)
"Nganyji Paman-ku Manyjirri-l" (Celebrating for the People/Community - Yirrganydji)

With a diverse range of communities throughout the region, we will value cultural identity, heritage and inclusiveness. We will embrace opportunities to work in collaboration with our communities to celebrate our successes, talents and uniqueness.

GOAL 1

To celebrate and share the culture, lifestyle and diversity of Douglas communities through community events and programs.

- 1.1.1 Co-ordinate a community event calendar and promote through various media.
- 1.1.2 Provide an inclusive "Community Support Program" that provides funding, recognises need and delivers valuable outcomes.
- 1.1.3 Host and work in partnership with community groups to celebrate civic events and the achievements of our communities.
- 1.1.4 Support and encourage a healthy, active and capable region through sporting, cultural and recreational opportunities, and community wellbeing initiatives.
- 1.1.5 Support local non-profit community, sporting and cultural organisations to build their capacity.
- 1.1.6 Encourage and promote volunteering opportunities throughout the Shire.

GOAL 2

To encourage and support our vulnerable and disadvantaged communities.

- 1.2.1 Advocate for state and federally funded services in identified areas of need.
- 1.2.2 Actively participate in and promote throughout the community the "Closing the Gap" initiatives for Indigenous members of our communities.
- 1.2.3 Develop and support opportunities to build resilience and sustainability of community groups and agencies.
- 12.4 Network, advocate and partner with stakeholders to achieve positive outcomes.

GOAL 3

To promote inclusiveness, through accessible programs, social infrastructure and facilities that meet the needs of our diverse communities and visitors.

- 1.3.1 Take a proactive role in supporting the provision of improved facilities and services directed at assisting and caring for vulnerable groups in our communities.
- 1.3.2 Develop and implement the 'accessible Douglas' directory.
- 1.3.3 Foster and support the role of local artists, writers and performers to encourage community vibrancy and wellbeing.
- 1.3.4 Provide and enhance community facilities and opportunities that cater for the arts, recreational and cultural pursuits.

THEME 2

BUILDING A SUSTAINABLE ECONOMIC BASE

"Ngaral 'Kulji Bubungu" (Building Economic Base - Eastern Kuku Yalanji)
"Pulmpa dakil jarral-a-kaling" (Building a Strong Place/Foundation - Yirrganydji)

Council recognises that its decisions regarding the services it delivers can have a positive impact on the region's economy. The maintenance of infrastructure and the building of new infrastructure supports the region's workforce and provides employment opportunities. By adopting a practical approach to decision-making and by working collaboratively with the business community, new initiatives can be introduced to make the Shire more attractive to investors. Council's support for economic growth in a role as advocate, facilitator or part funder, will assist others to achieve complementary or common economic development goals.

GOAL 1

To develop a sustainable Capital Works program that generates local opportunities for employment.

- 2.1.1 Develop management plans for all Council assets and adequately resource their implementation.
- 2.1.2 Investigate options, resources, development and implementation of additional water infrastructure including a new reservoir.
- 2.13 Provide information sessions regarding the "preferred supplier" application process to support local business.
- 2.14 Identify, resource and implement opportunities for engagement in the digital economy.

GOAL 2

To support the growth of local business and industry, and to encourage commercial investment in the Shire.

- 2.2.1 Develop business initiatives to support commercial development and investment within the Shire.
- 2.2.2 Encourage business re-location through the promotion of 'sea-change' and 'tree-change' opportunities.
- 2.2.3 Encourage business activity and investments by removing unnecessary bureaucratic processes.
- 2.2.4 Promote and support 'Buy Local'.
- 2.2.5 Expand tourism and agricultural business opportunities and benefits through collaborative planning and promotion.

GOAL 3

To increase opportunities to promote the Shire as a destination of choice.

- 2.3.1 Promote the area for film opportunities.
- 2.3.2 Investigate opportunities for sports and cultural tourism.
- 2.3.3 Support and explore appropriate commercial uses of Council controlled land, adding to the visitor experience and supporting the local economy.
- 2.3.4 Develop positive partnerships with economic development organisations and work proactively towards achieving mutually agreed goals and objectives.
- 2.3.5 Develop and promote Douglas as the "bicycle capital of Australia" through the planning and construction of a network of bicycle trails, traffic separation and management arrangements.

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GOAL 4

Improve the social and economic outcomes and opportunities for our communities.

- 2.4.1 Collaborate and support Indigenous communities to identify opportunities for social enterprise.
- 2.4.2 Collaborate with communities in the north of the Shire to identify and pursue opportunities for increased tourism market share.

THEME 3

IMPROVE ENVIRONMENTAL PERFORMANCE

"Bubu Ngulkurrku Kuji Karidadibalaba" (Keeping improving the Country - Eastern Kuku Yalanji)
"Nganyji kuri:-mayin_Pulmpa-wu maminga-lum" (Let's get better to look after Country - Yirrganydji)

Council has the opportunity to demonstrate leadership by local government in our diverse communities by implementing responsible environmental practices. With <u>eighty-two per cent</u> of the Shire included in the Wet Tropics World Heritage Area, the preservation of the natural environment will be supported by the implementation of location-specific management plans. Council will also adopt measures to reduce consumption, more effectively managing waste, and will achieve a reduction in energy and fuel consumption through greater efficiencies in service delivery.

GOAL 1

To enhance and preserve cultural heritage, natural and built environments through sound planning and community involvement.

- 3.1.1 Undertake a review of the Douglas Shire Planning Scheme acknowledging impacts of climate change so that Council and our communities can appropriately respond.
- 3.1.2 Identify and implement opportunities to create vibrancy in high profile areas, such as Daintree Gateway and Mossman town centre.
- 3.13 Develop management plans for Council's parks and reserves including coastal reserves and foreshors areas.
- 3.1.4 Promote a culture within our communities of "zero tolerance to littering" and introduce an educational, regulatory and enforcement regime to underpin it.
- 3.1.5 Investigate opportunities for improved recycling and re-use of waste deposited at landfill sites.
- 3.1.6 Pursue best practice management outcomes for waste management facilities.

GOAL 2

reduce the consumption of energy and other resources in all Council operations.

- 3.2.1 Identify and invest in energy reduction initiatives in Council-owned facilities and in the delivery of services.
- 3.2.2 Investigate opportunities for efficiencies in water use including the use of recycled water.
- 3.2.3 Investigate process improvements at Council's wastewater treatment plants to improve wastewater quality, save energy and identify markets for end products.
- 3.2.4 Investigate opportunities to reduce and/or eliminate the use of harmful pesticides, herbicides and chemicals in Council operations and implement environmentally responsible alternatives.
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THEME 4 ENGAGE, PLAN, PARTNER

"Muruku Kirraji" (Everyone engage plan and partnering - Eastern Kuku Yalanji)
"Nganyji pina ngunda-lum....Ma:Inyjirri-yngku" (Let us think, plan and making something together/engage/ partner - Yirrganydji)

Council will engage with the diverse communities of Douglas in accordance with clear policies, plans and techniques to ensure needs, issues and concerns are appropriately considered in all decision-making. Strategic planning and partnerships with regional, state, national and international stakeholders will be strengthened through focus on key goals, opportunities and positive outcomes.

GOAL 1

To implement the Community Engagement Framework and Guidelines as adopted.

- 4.1.1 Explore and utilise a comprehensive variety of media, including digital, to inform, engage and educate.
- 4.1.2 Undertake community engagement activities that are clearly identified and are appropriate in relation to the project.

GOAL 2

To develop enhanced collaborative partnerships with all stakeholders to achieve community outcomes.

- 42.1 Take a leadership role in engaging all community stakeholders in the development and documentation of a long term "Community Plan" which identifies the Vision, Priorities, Strategies and Actions for the long term economic, cultural, social, health and environmental sustainability of our communities.
- 4.2.2 Provide leadership to secure beneficial social, environmental and economic outcomes for the Shire.
- 42.3 Work with regional, state, national and international stakeholders to promote beneficial partnerships to support strong, resilient and sustainable communities.
- 42.4 Identify opportunities to form partnerships with the Traditional Owners.

GOAL 3

To ensure effective disaster management planning to support the Douglas communities.

- 4.3.1 Provide leadership in preparing for and responding to disasters through the coordination of the Local Disaster Management Group and appropriate resourcing.
- 43.2 Activate disaster management communication plans in a timely and efficient manner.
- 43.3 Ensure the Disaster Plan includes a series of Standard Operating Procedures which allows early engagement of volunteers and contractors.

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THEME 5 GOVERNANCE

"Ngana Muruku Maja Majanji Bubu Kujil" (We all together work together to better country' - Eastern Kuku Yalanji) "Nganyjin jirra-kaliyi" (Our direction or way of doing something- Yirrganydji)

The new Douglas Shire provides an opportunity to build and deliver a solid platform for excellence and transparency in governance, service delivery, compliance and risk management. The organisational culture will be one of enthusiasm, collaboration and innovation to confidently and productively support Council's direction.

GOAL 1

To develop a financially sustainable organisation through sound strategic planning.

- 5.1.1 Establish and develop long term financial, resource and infrastructure planning to ensure ongoing capacity to fund operations and capital works programs.
- 5.1.2 Implement a robust enterprise risk management culture to identify and manage potential risks.
- 5.1.3 Monitor and regularly review procurement practices to ensure legislative compliance and "value for money".
- 5.1.4 Investigate opportunities for improved utilisation of Council's surplus assets by considering disposal where appropriate.

GOAL 2

To demonstrate leadership in local government through sound, transparent, accountable and equitable decision making.

- 5.2.1 Provide Councillors and community with accurate, unbiased and factual reporting to enable accountable and transparent decision-making.
- 5.2.2 Implement adopted policies and guidelines to ensure consistency in administrative management which also encourages innovation in Council operations.

GOAL 3

To deliver services to our communities in an efficient, productive and cost effective manner.

- 5.3.1 Develop the leadership and future leaders within Council.
- 5.3.2 Recruit and retain skilled staff who are committed to quality customer service.
- 5.3.3 Develop an organisational culture that embraces new technology and innovative business processes to continually improve performance.
- 534 Develop practices and skill levels to ensure safety and wellbeing in the workplace.
- 5.3.5 Develop a workforce that is highly effective, efficient and productive, proud to deliver value for money for ratepayers and residents.

YALADA (You're alright, everything is okay, thank you - Eastern Kuku Yalanji)







