

## **5.13. OPERATIONAL PLAN PROGRESS REPORT FOR JULY TO SEPTEMBER 2021**

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**DEPARTMENT** The Office of the Chief Executive Officer

### **RECOMMENDATION**

**That Council notes the progress of the implementation of the Operational Plan 2021-2022.**

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### **EXECUTIVE SUMMARY**

This report and the attachment details the progress for the first quarter of this financial year in implementing Council's Operational Plan 2021-2022. To deliver the initiatives detailed in this year's Operational Plan, 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 2021-2022 was adopted on 8 June 2021 in conjunction with the Annual Budget 2021-2022. Under section 174 of the *Local Government Regulation 2012*, a written assessment of the progress of implementing the Operational Plan is to be presented to Council on at least a quarterly basis.

### **PROPOSAL**

The attachment to this report provides Council with the progress on implementing the Operational Plan 2021-2022 for the first quarter of this financial year.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The activities detailed within the Operational Plan 2021-2022 are factored into Council's annual budget.

### **RISK MANAGEMENT IMPLICATIONS**

Progress on the Operational Plan 2021-2022 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 2019-2024 Initiatives:**

##### **Theme 5 - Robust Governance and Efficient Service Delivery**

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

**Goal 3** - *We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.*

### **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.

In fulfilling this, Council plays many important roles within the Community as Service Provider, Regulator, Funder, Advocate, Facilitator, Information Provider, Agent, Builder/Owner and Custodian.

Council will balance all of the roles while delivering on the vision of Council in an efficient and effective manner.

### **CONSULTATION**

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

### **ATTACHMENTS**

1. Operational Plan Progress Report for period July to September 2021 [5.13.1 - 13 pages]

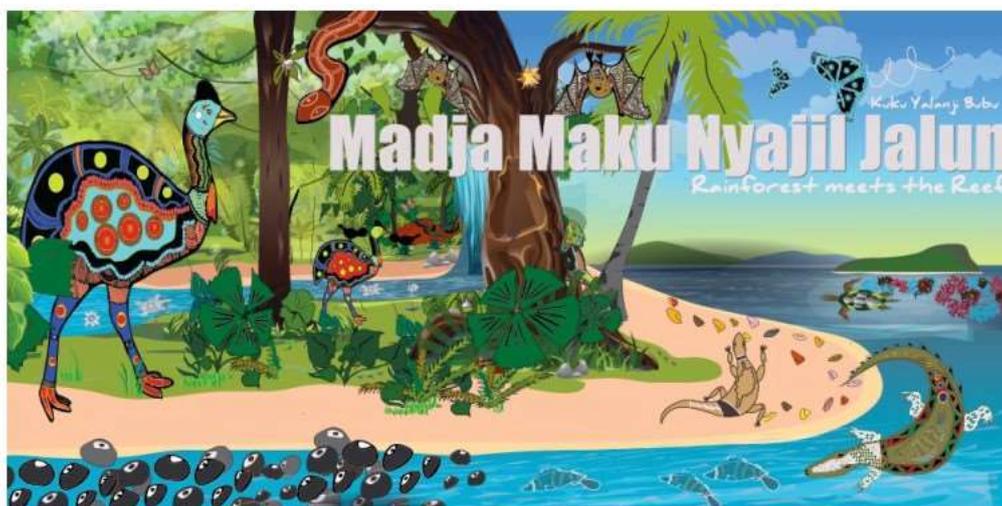
# DOUGLAS SHIRE COUNCIL OPERATIONAL PLAN PROGRESS REPORT

2021 - 2022

July – September 2021

CELEBRATING OUR COMMUNITIES  
FOSTERING ECONOMIC GROWTH  
LEADING ENVIRONMENTAL STEWARDSHIP  
INCLUSIVE ENGAGEMENT, PLANNING AND PARTNERSHIPS  
ROBUST GOVERNANCE AND EFFICIENT SERVICE DELIVERY

**DOUGLAS**  
SHIRE COUNCIL



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**"

## Ongoing and Recurring Operational Responsibilities

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In addition to the specific initiatives identified for the 2021/2022 financial year, the ongoing work of each department/branch of Council forms part of Council's 'business as usual' operations. A summary of the ongoing responsibilities is listed below:

### MANAGEMENT TEAM

- **Good Governance** – Facilitating the decision making and leadership of Council through provision of advice and information.
- **Strategic Planning** – Planning for a successful future for the Shire.
- **Community Sustainability** – Identifying and acting on opportunities to strengthen the economic, environmental and social base for the Shire.
- **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 levels of government.

### PEOPLE AND COMMUNITY SERVICES

- Promoting and enhancing Council's corporate image through the implementation of high quality communications, marketing and media liaison.
- Actively collaborating with the business community and organisations to support and develop economic development opportunities in the Shire and regionally.
- Actively participating in the development of opportunities for all sectors of the community including but not limited to the arts, culture and sports.
- Developing and implementing community resilience programs throughout the Shire.
- Actively collaborating with community groups, organisations and various levels of government to develop and implement programs and activities that encourage capacity building and inclusiveness.
- Developing, implementing and promoting Council's grants program.
- Providing grant information and support for community groups and grant applicants for Council projects.
- Ongoing coordinating of Council events, supporting Council funded events and provision of advice for other event organisers.
- Coordinating, planning and delivering library services to residents and visitors of the Shire.
- Complying with Queensland Public Libraries standards and guidelines.
- Providing a welcoming creative Library space in Mossman and Port Douglas that delivers programs and activities to support and enhance reader development, lifelong learning and participation for all.
- Providing a property services function which optimises utilisation of Council facilities and ensures a strategic approach to property management.
- Managing Council's human resources functions including employee relations, compliance, compensation and benefits, training and development, recruitment, and all other employee related matters.
- Ensuring Payroll is processed in a timely manner and is compliant with all relevant legislation, policies and procedures.
- Supporting Council's Workplace Health and Safety system ensuring the provision of a safe working environment for all employees.

### ENVIRONMENT AND PLANNING

- 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.
- Administering compliance with relevant State legislation, Council Local Laws and the Douglas Shire Planning Scheme.
- Managing Local Law, Environmental Health and other delegated licensing, permitting and registration functions.
- Undertaking strategic land use planning functions in accordance with statutory requirements.
- Managing recycling and waste collection and disposal contracts and Council's Resource Management facilities in a safe, sustainable and environmentally sensitive manner.
- Providing strategic direction and outcomes for delivering environmental sustainability in the Shire.
- Developing and implementing a disaster management policy and programs to achieve the objectives of the *Disaster Management Act 2003*, in particular the promotion of safer, and more secure and resilient communities.

### WATER AND WASTEWATER

- Managing the Water and Wastewater income and expenditure within approved budget and in accordance with Council strategies and plans.
- Meeting wastewater compliance within statutory requirements and licence conditions.
- Supplying drinking water and recycled water that meets customer quality requirements and agreed service standards in accordance with the approved Drinking Water Quality Management Plan.
- Managing and developing Trade Waste and Plumbing Applications in the Shire.
- Managing Council contracts and where required, negotiating 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 systems, procedures and the workplace environment to ensure equipment, plant and machinery is safe to operate and work processes comply with workplace health and safety legislation and standards.

## PROJECT MANAGEMENT OFFICE

- Undertaking project management of major capital construction activities for Council.
- Undertaking project management of disaster rehabilitation construction activities for Council.
- Providing advice on design, procurement, approvals and construction functions to internal and external stakeholders.
- Delivering projects in an efficient, environmentally sustainable, quality assured and timely manner.

## INFRASTRUCTURE SERVICES

- Continuing the development and implementation of infrastructure 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, road rehabilitation, building facility upgrades, stormwater network improvements, parks and playgrounds.
- Coordinating Pest Management Activities across Council controlled, State Government and private land.
- Coordinating disaster recovery activities in accordance with disaster management procedures.
- Fleet Management services including maintenance and asset renewal.

## FINANCE AND CORPORATE SERVICES

- Coordinating the annual audit of Council's financial systems and financial statements and achieving an unmodified audit result.
- Complying with all relevant legislation, policies and procedures including statutory reporting requirements.
- Facilitating the Rates & Water Billing functions and managing Debtor balances within acceptable limits.
- Processing Accounts Payable within the allocated timeframes and trading terms.
- Supporting the Information Technology function with set up of new systems and ongoing support for Council operations.
- Delivering a quality frontline service ensuring a high standard of customer service that meets the needs of Council and its communities.
- Provision of Integrated Services for Corporate Services and Operations.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.

## GOVERNANCE

- Developing and maintaining an effective risk management system and culture to mitigate risks to Council.
- Ensuring Governance systems, functions and reporting frameworks are developed and implemented to meet organisational requirements.
- 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.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.

**Operational Plan**

2021 - 2022

July - September

 Not yet commenced

 In progress

 Off-track, plan in place

 Off-track, no plan in place

 Cancelled/no longer applicable

 Completed


	Initiative	Success Measure	Description	Status	Updates
<b>Theme 1: Celebrating Our Community</b>					
Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.					
1	Indigenous Committee	1) Establishment of the Committee 2) Terms of Reference 3) Meetings have commenced	Implement an external Indigenous Consultative Committee that works with Council on opportunities such as social enterprise, employment, health outcomes, cultural programs, art, youth and sport for First Nations Peoples in the Shire.	In Progress	Writing Terms of Reference for Committee in progress
2	Mossman Shire Hall Upgrade	Program of works includes installation of air conditioning, ceiling fans, acoustic improvements and building infrastructure	Implementation of building upgrades to enhance amenity, functionality and disability access to increase patronage.	Not Yet Commenced	Subject to Building Better Regions grant funding. Outcome of application pending, expected mid October 2021
3	Indigenous signage	Signs erected	Complete rollout of the Indigenous Signage Project to install interpretive signs Pending capital works availability.	Not Yet Commenced	
4	Development of an all-ability accessibility plan	Prioritised Program of works to inform 10 year CAPEX program	Work with the Disability Access Group to identify and prioritise infrastructure improvements to enhance accessibility to public spaces. Mossman accessibility.	In Progress	Busy repairing all current unsafe areas along Footpaths in Mossman and upgrading all none complying Access ramps. Community Development to request an updated list of priorities from the Disability Group to be investigated prior to finalising the 10 Year Disability upgrade program.
5	Social Housing	Collect data, analyse, bring report to Council	Work with the Department of Housing, providers and stakeholders to identify gaps in social housing in the Shire and advocate for an improved business model that will increase housing stock and reduce wait times.	Not Yet Commenced	
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.					
1	Oil Palm Strategy	Strategy with options and business case	Review options for long term replacement of oil palms and develop maintenance management plan.	Not Yet Commenced	Project to commence 2nd quarter
2	Mossman Pool Redevelopment	Finalised plans and funding acquired	Following a revised Masterplan progress to complete detailed design and continue to make improvements in line with the concept and Masterplan. Continue to seek funding for the redevelopment to enhance facilities.	Not Yet Commenced	
3	Port Douglas Aquatic Precinct	Detailed design, commence seeking funding for splash park	Following approval of concept and detailed design progress towards funding for an aquatic precinct, that includes a splash park. Prioritise the splash park.	In Progress	Tender documents to be released this quarter.

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<b>Theme 1: Celebrating Our Community</b>					
Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.					
4	Rex Smeal Park improvements	Finalised designs and cost estimates (shovel ready project) to facilitate grant submissions. Further community consultation	Design for playground, disability access, better parking and pedestrian access - await for full grant funding for any actual capital works - need to also analyse the demographic - what is the market - who is it being built for - Look at trip hazards, access, etc.	In Progress	Playground and carpark concept designs complete. Community consultation for playground complete, to be presented at a November workshop.
5	Park and Open Spaces beautification & infrastructure upgrade	Enhanced amenities and user safety in Council parks and open space areas	Upgrade/ renewal of park and open spaces infrastructure and landscaping. Improve amenity and all ability access.	In Progress	Landscaping and renewal of infrastructure well underway. Examples include; Macrossan / Owen St intersection commenced. Front Street irrigation and landscaping progressing. Procurement of shelters, seating and materials for parks renewal.
6	Dog registration audit	Audit completed	Review and audit the dog registration program.	In Progress	Public Notices complete and audit commenced.
7	Gravel road seal program	Prioritised list of projects to inform 10 year CAPEX program	Develop prioritised program of un-sealed roads that would benefit from being sealed.	In Progress	Currently reviewing asset register and gathering data such as traffic counts
8	Port Douglas Drainage Strategy	Prioritised list of projects to inform 10 year CAPEX program	Undertake a hydraulic study for Port Douglas to identify and prioritise projects to improve drainage. Note two priorities: Cooya Beach junction and Mossman-Daintree road at cemetery.	In Progress	In the process of requesting RFQ from Consulting Engineers to update a 2004 Port Douglas Drainage Strategy
Goal 3: We will develop programs that promote health, well-being and safety in the community.					
1	Sports and Recreation Actions	Enhanced sport participation, club development and healthy and active initiatives	Following the approval of the Sports and Recreation Strategy deliver three initiatives from the strategy that enhances sport participation, recreation activities and promotes well-being in the Shire.	In Progress	Active Games programs increasing under new sustainable model not dependent upon grant funding. Active Cycling program and rides being initiated throughout the Shire.
2	Develop CCTV strategy for Douglas	Identification of key locations to assist in seeking grant funding	Consultation with community, businesses, police. Prepare a plan to enable to secure grant funding, enhance safety.	In Progress	Submission made for Queensland Government Fishing Infrastructure Grant for installation of CCTV at boat ramps & jetties in the region. Also seeking community input for CCTV in the main streets of Port Douglas similar to that installed in Mossman.
3	Road and Footpath lighting program	Prioritised list of projects to inform 10 year CAPEX program	Develop prioritised program of road/ pedestrian lighting upgrades to provide a higher level of safety and amenity and compliance with relevant standards.	In Progress	Completed a list of priorities for Port Douglas and busy with a priority list for Mossman. Waiting on a Mossman Street and Footpath light assessments.
4	Road safety Improvements	Implementation of Intersection upgrades and speed management measures	Establish a register of projects that would improve road safety for all users (vehicles, pedestrians and cyclists) throughout the region for implementation when funding opportunities arise.	In Progress	Commenced compiling a register with current safety concerns.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 1: Celebrating Our Community</b>					
Goal 4: We will promote arts and cultural programs and events that bring vibrancy to the community and compliment the tourist experience.					
1	Arts Strategy	Updated Arts Strategy	Review the Arts Strategy to enhance and direct Council's commitment to the development of a vibrant arts culture and industry in the region.	In Progress	Scope and review of existing strategy underway

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 2: Fostering Sustainable Economic Growth</b>					
Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
1	Ferry Gateway infrastructure plan	Plans well progressed	Develop plans for two ferry solution and required infrastructure.	In Progress	Concept design developed. Council workshop in October
Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment.					
1	Innovation Hub	Determine if feasible and business case developed	Develop concept for a public innovation hub including development of a business case, options analysis and initial community engagement.	Not Yet Commenced	
2	Continue to investigate opportunities in the RV Strategy	Determine if feasible and business case developed	Complete a business case and cost benefit analysis for a potential development of an RV park within Mossman.	In Progress	Business case and cost benefit analysis drafted. To be further developed with Council.
3	Eco-Destination	Review completed	Strengthen the ECO accreditation criteria and complete a desktop audit.	In Progress	Sustainability Officer and the CEO, Tourism Port Douglas and Daintree are currently working upgraded submission. Douglas was recently awarded the Green Destination's Top 100 Sustainable Destination stories for nature and tourism for a story on the Low Isles.
<b>Theme 2: Fostering Sustainable Economic Growth</b>					
Goal 3: We will develop strategies that seek to diversify the Shire's economic base.					
1	Investigate alternative energy solutions	Adopted strategy and options analysis	Advocate, track developments and look at any economic opportunities for alternative energy solutions as a potential industry for the Shire - bring report back to Council for future direction.	Not Yet Commenced	
2	Economic Development Strategy	Supports economic and social growth	Implement and deliver at least three initiatives from the Economic Development Strategy that support economic growth in the Shire and new opportunities to grow the Shire's GRP. 1) Development of investment prospectus 2) List of priority infrastructure projects 3) Adopt Queensland Small Business Friendly Charter	In Progress	Small Business Friendly Charter adopted by Council. Implementation of initiatives to improve small business friendliness underway.
3	Port Douglas Markets Review	A series of recommendations for Council adoption and small facilities enhancements	Revise Port Douglas Markets Policy and processes to ensure enhanced future planning and advancement. Make minor capital improvements to enhance stall holder's infrastructure and facilities.	Not Yet Commenced	

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 1: We will protect our sensitive environment and plan for the impact of climate change.					
1	Reef Assist actions	Actions completed	Finalise and adopt Foreshore Management Plans for five key beach areas. Undertake revegetation and access formalisation in identified areas.	In Progress	Draft Foreshore Management Plans completed for Council adoption. Works in the Reef Assist program will be completed in November 2021.
2	Reef Guardian	Actions completed	Undertake five new actions under the Reef Guardian Council Program.	In Progress	Actions finalised and commenced.
3	Soil Carbon Strategy	Report to Council	Investigate Federal Government's Soil Carbon initiative, monitor developments and analyse applicability to local agriculture.	Not Yet Commenced	Commencing in the 2nd quarter.
Goal 2: We will implement programs that reduce and offset our environmental footprint.					
1	Identification of carbon neutral council fleet options	Strategy for Council consideration	Investigate options to reduce carbon footprint. Update AMP to be inclusive of environmentally sustainable measures	In Progress	In the process of investigating options and new technology available on the market. AMP to be updated during Q2.
2	Illegal dumping program	Decrease in illegal dumping	Continue the Illegal Dumping program and seek funding from the State for assistance in the employment of the illegal dumping officer and the clean-up of hot spot sites.	In Progress	As part of the Illegal Dumping Hotspot Program three short animation videos have been produced and will be released as part of the educational component of the program. The videos focus on the problems illegal dumping can cause and the hidden cost to rate payers with special focus on Green Waste dumping which is a particular problem. Final reports have been submitted for the partnership grant and the hotspot grant will be completed this coming quarter. Monitoring and enforcement of illegal dumping continuing and Council is preparing to apply if additional rounds of funding become available from Department of Environment and Science.
3	Waste audit of kerbside collection	Audit completed, recommendations determined, report to Council	Carry out and audit of kerbside waste and recycling bins to identify opportunities for education and improved recycling.	In Progress	A bin audit at the Port Douglas Markets was carried out resulting in the implementation of new bins, education material and bin toppers to reduce contamination of the Public Place Recycling bins. An RFQ is being developed for an audit of targeted bins in the coming months. This information will assist in the development of the FNQROC Regional Waste Strategy.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 3: Leading Environmental Stewardship</b>					
Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					
1	Future Water Security	Most viable project is progressed to shovel ready stage to enable grant funding applications to commence	Progress future water security infrastructure solution for secure water supply over the dry season to alleviate current and future water shortages. Perform feasibility analysis on all current proposed water security solutions including the alternate intake and bulk raw water storage solutions to determine most viable option that provides the best outcome for capital investment and water security then progress towards shovel ready stage.	In Progress	Next stage is to complete the application process for permits and licenses.
2	Smart Water Meter Rollout	Stage 2 of smart water meter implemented and quantifiable water security data readily available	Continue the rollout of smart water meters to move beyond Port Douglas and include Mossman and surrounding area.	In Progress	Contractor approved and awarded. Inhouse maintenance program commenced clearing and checking water meter access. First meeting with contractor occurred this week to prepare for partial rollout and setup working groups.
Goal 4: We will partner with the community to educate and monitor.					
1	Waste education program	Training completed	Conduct a targeted waste education program aligning with the new collection contract and the capabilities of the new Material Recycling Facility in Cairns.	In Progress	Council's Waste Education Officer has been attending pre school, after school care and schools throughout the Shire, including the Cape York Girls Academy at Wangetti to present various targeted waste education sessions. The Plastic Free Cairns and Douglas program has been implemented at the Port Douglas Market, with a number of stall holders signing up and 4 stalls achieving champion status.
2	Continue water education program	An evolving and maturing education program with Douglas specific educational material.	Grow the water education program through primarily schools and community groups to engender a greater knowledge of the water cycle and water security within Douglas.	In Progress	Work has continued on the development of education materials. Water education display and activities delivered at the Mossman Show emphasising the value of water, and encouraging tap water use instead of single-use plastic bottled water. A presentation of the new water education videos was delivered to the State Water Education Network.

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 4: Inclusive Engagement, Planning and Partnerships</b>					
Goal 1: We will implement transparent decision making through inclusive community engagement and communication.					
No Action this Year					
Goal 2: We will develop forward looking strategies for the future of our communities and we will ensure balanced and appropriate planning decisions.					
1	Development of a street tree register framework	Proposed framework and report to Council	Development of a project plan for the development of a significant tree register in the shire for trees on Council land.	Not Yet Commenced	Project to commence 2nd quarter
2	Planning Scheme Updates	Identified work completed	Undertake amendments to align the Planning Scheme with the Planning Act, adjust overlay mapping and zones where required (i.e take account of recent investigations – Chas & storm tide) amend planning scheme codes and assessment tables to the extent necessary to capture development we want to capture etc etc. The survey with targeted industry members is intended to assist with informing these amendments. This amendment would be a major amendment and will require state interest checks, public notification etc.	Not Yet Commenced	Project to commence 2nd quarter with potential consultants to be contacted to determine capability and capacity. Request for Quote to be issued once scope has been prepared.
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.					
No Action this Year					

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	Initiative	Success Measure	Description	Status	Updates
<b>Theme 5: Robust Governance and Efficient Service Delivery</b>					
Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.					
1	Implement PDF framework	Framework implemented	Adopt and implement a Project Decision Framework that will guide Council in making asset and investment management decisions using industry best practice.	In Progress	Approach ratified by Management Team
2	Delegations Register	Streamline system Policy Developed Procedure Developed Staff training rolled out Overall Reduction in time to update register and roll out	Implement a software program to streamline the maintenance of Council's Delegation Register.	In Progress	Scope of Works being developed RFQ Invitation to be sent out Q2
3	Right to Information & Information Privacy	RTI Policy Developed RTI Procedure Developed IP Policy Reviewed IP Procedure Developed Develop action plan Staff Training rolled out	Undertake audit of the Right to Information and Information process. Develop a Right to Information Policy and Procedure. Undertake training for staff to better understand the processes involved with Right to Information.	In Progress	Policy under Review Governance Staff undertaking OIC Training Training Package for all staff being developed
4	Complaints Management	Complaints Management Policy Reviewed Complaints Management Policy implemented Develop action plan from the Internal Audit recommendations Undertake Actions Staff Training rolled out	Undertake full review of the Complaints Management System Processes	In Progress	Policy under Review Governance Staff undertaking Qld Ombudsman Training
Goal 2: We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.					
1	Lease policy	To be determined	Continue to rollout Council's Lease Policy that supports community and commercial leases and shared facilities in the Shire. Maximising community benefits arising from the use while ensuring responsible management of community assets and accountability	In Progress	Lease Policy to be presented to Council this quarter.
Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.					
1	General Rates model Review stage 2	General Rates Model that is fair and equitable	Continue review of Douglas Shire General Rates model	Not Yet Commenced	General Rates model review will continue with assistance from Mead Perry. Proposed changes will be workshopped with Council early 2022 and a final report will be provided to Council in March/April 2022.

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2021 - 2022

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<b>Theme 5: Robust Governance and Efficient Service Delivery</b>					
Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.					
2	Asset management system	Asset Management System purchased and implementation commenced	Review Enterprise Asset Management Systems, procure and commence implementation across the organisation.	Not Yet Commenced	An intensive review of the tendered software has been completed and a preferred supplier has been selected for the asset management software system. Our major asset owners, Infrastructure and Water and Wastewater support this decision. The initial phase after award of the purchase order will involve a workshop to review our current asset data and processes. The software will then be tailored to our specific requirements.
Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events. Through our leadership and capabilities we will plan, prepare, respond and recover from events so as to minimise the impact on people, property, the environment, and our economic stability.					
1	Support Inclusive and Resilient Communities	Support Partners in terms of disaster preparedness	Plan and deliver projects for implementing Targeted Disaster Resilience and Business Continuity for Indigenous Communities and Douglas businesses. Strengthen (post) COVID-19 recovery projects that feed into the Regional and State Recovery Plans.	In Progress	Council is hosting Small Business Disaster Expo with QRA/DESBT in November 2021. Ongoing support is being provided by LDMG to numerous sub-groups to proactively plan for incidents including Mossman Gorge/QPWS, Ferry (Entrada) and Pandemic Sub-group.