



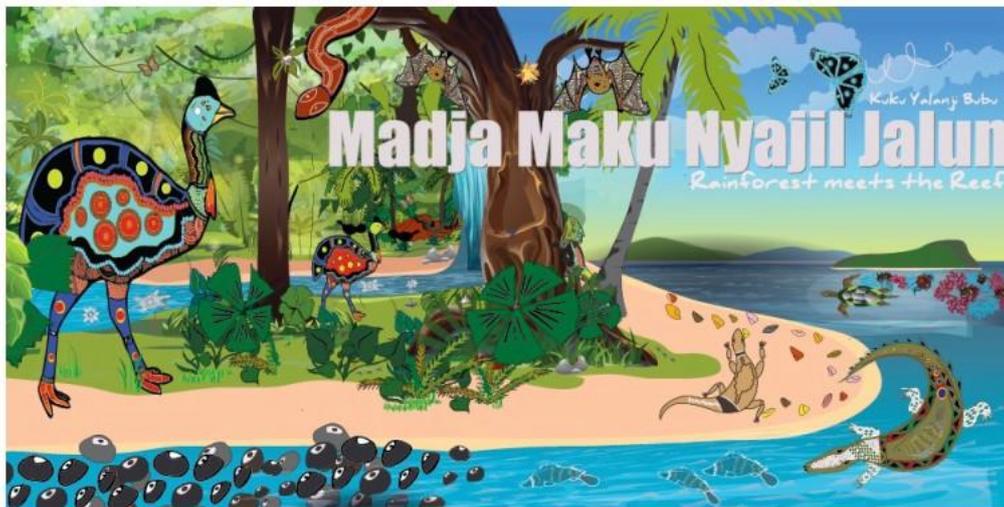
DOUGLAS SHIRE COUNCIL

# OPERATIONAL PLAN

2021 - 2022

CELEBRATING OUR COMMUNITIES  
FOSTERING SUSTAINABLE 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**"

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## Introduction

Douglas Shire Council's Annual Operational Plan 2021-2022 provides the operational focus that will guide the organisation to deliver the Corporate Plan 2019-2024 objectives and work towards realising the shared vision for the Shires future.

The Operational Plan provides the framework to support the organisation to operationalise the goals of the Corporate Plan by setting out the specific activities, timelines, budget and measures, which helps to maintain focus and provide transparency as Council progresses the delivery of the Operational Plan objectives.

This Operational Plan details the activities that will be implemented and reported on quarterly, over the 2021-2022 financial year.

The operational activities are aligned with the themes as outlined in the Corporate Plan. These themes reflect the vision, provide the areas of focus and direct the strategic direction for Council's planning and service delivery. There are five themes:

- Celebrating our Communities
- Fostering Sustainable Economic Growth
- Leading Environmental Stewardship
- Inclusive Engagement, Planning and Partnership
- Robust Governance and Efficient Service Delivery

## Executive Summary

Douglas Shire Council's Annual Operational Plan 2021-2022 has been developed in alignment with the themes and areas of focus of the Corporate Plan 2019-2024, as required by section 175 of the *Local Government Regulation 2012*. Identified key strategic projects and services are also incorporated into this Operational Plan.

Each of the key objectives are aligned with the respective financial allocation, to provide better transparency and accountability. Furthermore, each of the objectives have defined key performance indicators, to facilitate a process for the measurement of Council's performance against its key objectives.

Progress against the delivery of the objectives outlined in this plan are reported regularly throughout the year to Council and the community via quarterly performance reports and the Annual Report.

## Planning

The Operational Plan is a key component of Council's strategic planning framework and should be considered in conjunction with other planning documents, including the long-term financial forecast, annual budget, and corporate reporting.

The purpose of the Douglas Shire Corporate Plan is to clearly outline the strategic approach that Council will take over the next five years in furthering the goals and objectives of the Douglas Shire. This Operational Plan and the 2021-2022 Annual Budget details the actions Council will take in furthering the delivery of the strategic direction of the Corporate Plan.

## Risk Management

Council is committed to implementing a systematic risk management methodology that identifies and addresses areas of potential risk within Council in a manner that is consistent with Australian Standards. Effective risk management is governed by an Enterprise Risk Management Framework that establishes the relationship between Council's various risk management components and processes.

A key element of the Risk Management Framework is Council's Risk Register. This register details how significant risks to the organisation are described, assessed and managed. It is maintained in accordance with Council's Risk Management Policy and the Enterprise Risk Management Guidelines.

Corporate and strategic risks are reviewed on a quarterly basis in alignment with the nominated review dates. Operational risks are monitored and reviewed on a regular basis and escalated where appropriate.

## Ongoing and Recurring Operational Responsibilities

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:

- **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.

## Planning and Performance Reviews

The Douglas Shire Council's Planning Strategy, supporting the Vision, Corporate Plan, Operations Plan and Budget is the council's Planning and Performance Review Process. Management Strategy meetings are held fortnightly and sets out the monthly planning work to be performed.

- Yearly review of the Corporate Plan outcomes to ensure Council is working to deliver the Vision and that the Vision hasn't changed due to changes in the community.
- Chief Executive Officer quarterly reporting to Council on performance of the implementation and progression of the Operational Plan.

The Planning Framework ensures Council doesn't lose sight of the Vision for the future and illustrates, to staff, Councillors and the Douglas community, our commitment to delivering the Plan.

## Theme 1 - Celebrating Our Communities

Douglas Shire Council embraces the diversity of our communities and values the contribution that all people make to the Shire. We recognise that it is a core strength of the region. We acknowledge our past so that it may guide us into the future. We recognise the wrongs done to our Indigenous community and we actively seek to reconcile so that we may all benefit from and enjoy our Shire. We acknowledge early European settlers who forged an agricultural base for our economy and we welcome all new arrivals as part of our broader community.

Initiative	Description	Department	Target	
<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</b>				
1.1.1	Indigenous Committee	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.	Community Services	1) Establishment of the Committee 2) Terms of Reference 3) Meetings have commenced
1.1.2	Mossman Shire Hall Upgrade	Implementation of building upgrades to enhance amenity, functionality and disability access to increase patronage.	Infrastructure	Program of works includes installation of air conditioning, ceiling fans, acoustic improvements and building infrastructure
1.1.3	Indigenous signage	Complete rollout of the Indigenous Signage Project to install interpretive signs. Pending capital works availability	Community Services	Signs erected
1.1.4	Development of an all-ability accessibility plan	Work with the Disability Access Group to identify and prioritise infrastructure improvements to enhance accessibility to public spaces. Mossman accessibility.	Infrastructure & Community Services	Prioritised Program of works to inform 10 year CAPEX program
1.1.5	Social Housing	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.	Community Services	Collect data, analyse, bring report to Council
<b>Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire</b>				
1.2.1	Oil Palm Strategy	Review options for long term replacement of oil palms and develop maintenance management plan.	Infrastructure	Strategy with options and business case
1.2.2	Mossman Pool Redevelopment	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.	Community Services	Finalised plans and funding acquired
1.2.3	Port Douglas Aquatic Precinct	Following approval of concept and detailed design progress towards funding for an aquatic precinct, that includes a splash park. Ensure community engagement. The splash park will be phase one.	Community Services	Completed designs, community engagement and identification of potential funding sources.
1.2.4	Rex Smeal Park improvements	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.	Infrastructure	Finalised designs and cost estimates (shovel ready project) to facilitate grant submissions. Further community consultation
1.2.5	Park and Open Spaces beautification & infrastructure upgrade	Upgrade/ renewal of park & open spaces infrastructure and landscaping. Improve amenity and all ability access.	Infrastructure	Enhanced amenities and user safety in Council parks and open space areas
1.2.6	Dog registration audit	Review and audit the dog registration program	Planning & Environment	Audit completed
1.2.7	Gravel road seal program	Develop prioritised program of un-sealed roads that would benefit from being sealed.	Infrastructure	Prioritised list of projects to inform 10 year CAPEX program
1.2.8	Port Douglas Drainage Strategy	Undertake a hydraulic study for Port Douglas to identify and prioritise projects to improve drainage.	Infrastructure	Prioritised list of projects to inform 10 year CAPEX program

Initiative	Description	Department	Target	
<b>Goal 3: We will develop programs that promote health, well-being and safety in the community</b>				
1.3.1	Sports and Recreation Actions	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.	Community Services	Enhanced sport participation, club development and healthy and active initiatives
1.3.2	Develop CCTV strategy for Douglas	Consultation with community, businesses, police. Prepare a plan to enable to secure grant funding, enhance safety	Infrastructure	Identification of key locations to assist in seeking grant funding
1.3.3	Road and Footpath lighting program	Develop prioritised program of road/ pedestrian lighting upgrades to provide a higher level of safety and amenity and compliance with relevant standards.	Infrastructure	Prioritised list of projects to inform 10 year CAPEX program
1.3.4	Road safety Improvements	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.	Infrastructure	Implementation of Intersection upgrades and speed management measures
<b>Goal 4: We will promote arts and culture programs and events that bring vibrancy to the community and compliment the tourist experience</b>				
1.4.1	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.	People and Community Services - Tim Ellis	Updated Arts Strategy

## Theme 2 - Fostering Sustainable Economic Growth

A robust economy is at the heart of a thriving community and enables investment in environmental protection. While our remoteness is a key attribute, it also presents challenges for attracting new business and investment. We must also meet the challenges of fierce competition in the tourism sector. Council will partner with industry to build, diversify and promote the Douglas economy. Council will design and deliver infrastructure, strategies and services that support the local economy and businesses.

Initiative	Description	Department	Target	
<b>Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses</b>				
2.1.1	Ferry Gateway infrastructure plan	Develop plans for two ferry solution and required infrastructure	Infrastructure	Plans well progressed
<b>Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment</b>				
2.2.1	Innovation Hub	Develop concept for a public innovation hub including development of a business case, options analysis and initial community engagement.	Community Services	Determine if feasible and business case developed
2.2.2	Continue to investigate opportunities in the RV Strategy	Complete a business case and cost benefit analysis for a potential development of an RV park within Mossman. Identify possible sites.	Community Services	Completion and adoption of a business case and project plan
2.2.3	Eco-Destination	Strengthen the ECO accreditation criteria and complete a desktop audit.	Planning & Environment	Review completed
<b>Goal 3: We will develop strategies that seek to diversify the Shire's economic base</b>				
2.3.1	Investigate alternative energy solutions	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.	Community Services	Adopted strategy and options analysis
2.3.2	Economic Development Strategy	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	Community Services	Supports economic and social growth
2.3.3	Port Douglas Markets Review	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.	Community Services	A series of recommendations for Council adoption and small facilities enhancements

## Theme 3 - Leading Environmental Stewardship

Our visitors and residents deeply value the unparalleled environment in which we live. We recognise our responsibility in protecting and preserving our natural world for generations to come. We understand the strong link between the environment and the economy: they are interdependent. Douglas Shire will be at the forefront of environmental protection by developing strategies, setting policies, and working with all stakeholders to become the envy of and to inspire locations across Australia and the World.

Initiative	Description	Department	Target
<b>Goal 1: We will protect our sensitive environment and plan for the impact of climate change</b>			
3.1.1	Reef Assist actions	Finalise and adopt Foreshore Management Plans for five key beach areas. Undertake revegetation and access formalisation in identified areas.	Planning & Environment Actions completed
3.1.2	Reef Guardian	Undertake five new actions under the Reef Guardian Council Program.	Planning & Environment Actions completed
3.1.3	Soil Carbon Strategy	Investigate Federal Government's Soil Carbon initiative, monitor developments and analyse applicability to local agriculture.	Planning & Environment Report to Council
<b>Goal 2: We will implement programs that reduce and offset our environmental footprint.</b>			
3.2.1	Identification of carbon neutral council fleet options	Investigate options to reduce carbon footprint. Update AMP to be inclusive of environmentally sustainable measures	Infrastructure Strategy for Council consideration
3.2.2	Illegal dumping program	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.	Planning & Environment Decrease in illegal dumping
3.2.3	Waste audit of kerbside collection	Carry out and audit of kerbside waste and recycling bins to identify opportunities for education and improved recycling.	Planning & Environment Audit completed, recommendations determined, report to Council
<b>Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.</b>			
3.3.1	Future Water Security	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.	Water & Wastewater Most viable project is progressed to shovel ready stage to enable grant funding applications to commence
3.3.2	Smart Water Meter Rollout	Continue the rollout of smart water meters to move beyond Port Douglas and include Mossman and surrounding area	Water & Wastewater Stage 2 of smart water meter implemented and quantifiable water security data readily available
<b>Goal 4: We will partner with the community to educate and monitor.</b>			
3.4.1	Waste education program	Conduct a targeted waste education program aligning with the new collection contract and the capabilities of the new Material Recycling Facility in Cairns.	Planning & Environment Training completed
3.4.2	Continue water education program	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.	Water & Wastewater An evolving and maturing education program with Douglas specific educational material.

## Theme 4 - Inclusive Engagement, Planning and Partnerships

In delivering for our communities, economy and environment, Douglas Shire will ensure open and transparent engagement and communication. We will develop robust strategic plans and we will partner with our community and key stakeholders.

Initiative	Description	Department	Target	
<b>Goal 1: We will implement transparent decision-making through inclusive community engagement and communication</b>				
No Actions this year				
<b>Goal 2: We will develop forward-looking strategies for the future of our communities and we will ensure balanced and appropriate planning decisions</b>				
4.2.1	Development of a street tree register framework	Development of a project plan for the development of a significant tree register in the shire for trees on Council land.	Infrastructure	Proposed framework and report to Council
4.2.2	Planning Scheme Updates	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	Planning & Environment	Identified work completed
<b>Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services</b>				
No Actions this year				

## 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.

Initiative	Description	Department	Target	
<b>Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting</b>				
5.1.1	Implement PDF framework	Adopt and implement a Project Decision Framework that will guide Council in making asset and investment management decisions using industry best practice.	Project Office	Framework implemented
5.1.2	Delegations Register	Implement a software program to streamline the maintenance of Council's Delegation Register.	Governance	Streamline system Policy Developed Procedure Developed Staff training rolled out Overall Reduction in time to update register and roll out
5.1.3	Right to Information & Information Privacy	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.	Governance	RTI Policy Developed RTI Procedure Developed IP Policy Reviewed IP Procedure Developed Develop action plan Staff Training rolled out
5.1.4	Complaints Management	Undertake full review of the Complaints Management System Processes	Governance	Complaints Management Policy Reviewed Complaints Management Policy implemented Develop action plan from the Internal Audit recommendations Undertake Actions Staff Training rolled out
<b>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</b>				
5.2.1	Lease policy	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	Robert Donovan	To be determined
<b>Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.</b>				
5.3.1	General Rates model Review stage 2	Continue review of Douglas Shire General Rates model	Finance	General Rates Model that is fair and equitable
5.3.2	Asset management system	Review Enterprise Asset Management Systems, procure and commence implementation across the organisation	Finance	Asset Management System purchased and implementation commenced
<b>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</b>				
5.4.1	Support Inclusive and Resilient Communities	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.	Planning & Environment	To be determined
5.4.2	Strengthen the Shire's flood planning and response capability	Develop and implement storm tide and flood resources including mapping, forecasting and modelling to increase data accuracy, future planning and awareness.	Planning & Environment	To be determined
5.4.3	Enhance disaster management capacity	Pursue grant funding to increasing the functionality of the Port Douglas Storm Tide Cyclone Shelter (PDSTCS) and the construction of a multi-purpose Disaster Coordination Training Centre. Conduct research studies to inform Local Disaster Management Plan including the review and update of Douglas Shire Council's Places of Refuge list and a register of vulnerable properties/asbestos containing properties.	Planning & Environment	To be determined