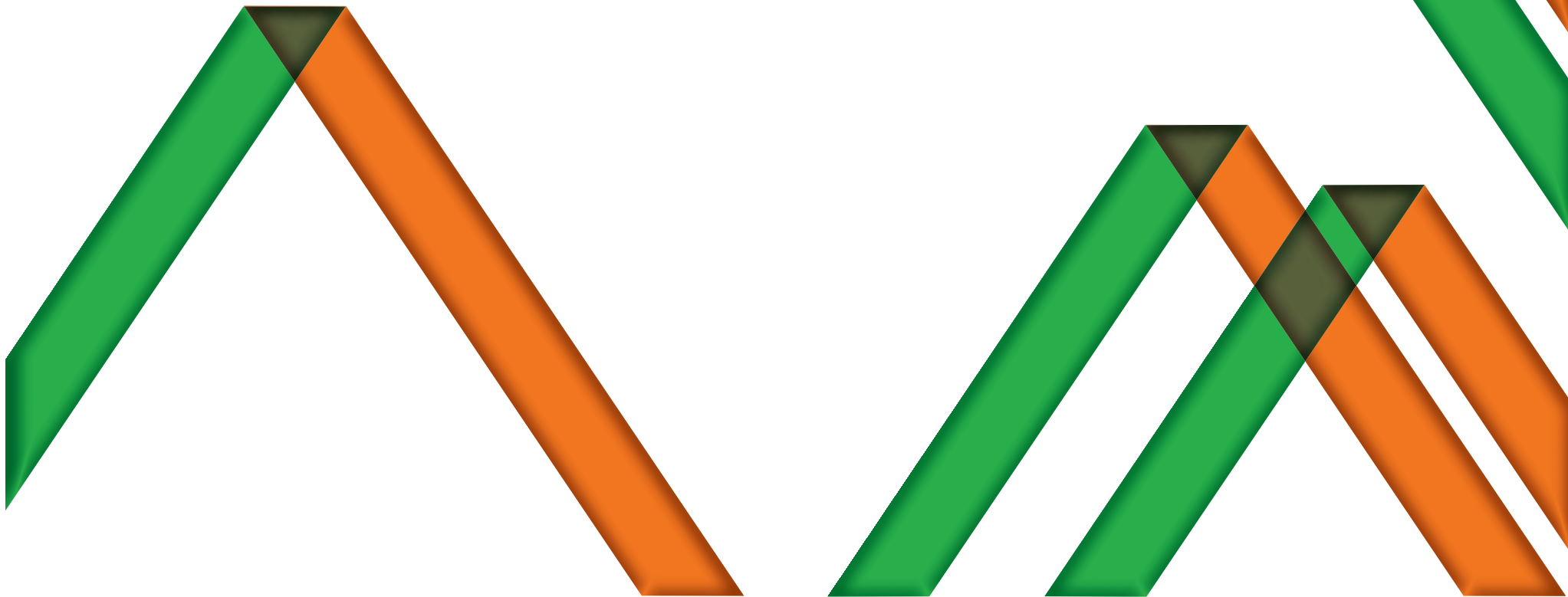


DOUGLAS SHIRE COUNCIL
**OPERATIONAL
PLAN**

NEW OPPORTUNITIES FOR DIVERSE DOUGLAS COMMUNITIES
BROAD RANGE OF COMMUNITY BENEFITS AND SERVICES
SUPPORTING ECONOMIC GROWTH
PROTECTING THE ENVIRONMENT

2014 - 2015



Executive Summary

The new Douglas Shire Council has completed six successful months of operation following de-amalgamation from Cairns Regional Council on 1 January 2014. During that period Council adopted its first Corporate Plan (2014-2019) which set the strategic direction of Council for the next five years. This 2014-2015 Operational Plan now provides the statement of actions to be undertaken and services to be provided to achieve Council's strategic corporate goals.

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

As the first Operational Plan covering a full 12 month period, this Plan provides the mechanism for the delivery of a broad range of community benefits and services – each of which is costed against the 2014-2015 Council Budget. The 2014-2015 initiatives and programs will introduce new opportunities to the diverse Douglas communities, particularly our disadvantaged community members by building capacity and supporting community development programs. The Plan details initiatives to support economic growth, to protect the environment, and to undertake essential maintenance of public infrastructure. The listed actions support the continuing development of major sports events and tourism. The Plan also details the administrative actions required of staff to maintain and further develop good governance, risk management, safe work practices, corporate communications, and sustainable financial management.

In line with the strategic goals of the Corporate Plan, this 2014-2015 Operational Plan offers a steady and sustainable framework to achieve continual and responsible improvements in the quality of Council services delivered and operational efficiencies. Its completion before June 2015 will see the consolidation of many aspects of this new Council's business, and will provide a sound platform for the future growth of the new Douglas.

Draft Operational Plan

Key for Operational Plan Abbreviations

CEO	Chief Executive Officer
EO	Executive Office
GMO	General Manager Operations
MWW	Manager Water and Waste
MDE	Manager Development and Environment
MI	Manager Infrastructure
GMCS	General Services Corporate Services
MFIT	Manager Finance and Information Technology
MG	Manager Governance
TLL	Team Leader Library
SBSO	Senior Business Support Officer

Chief Executive Officer Unit

Ongoing Activities

The Chief Executive Officer will be responsible for the following:

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

The Executive Officer will be responsible for the following:

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

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
CEO1	Develop and implement "Accessible Douglas" directory.	1.3	Web development	Accessible Douglas Directory available.	30/04/15	EO
CEO2	Research and identify external grants and distribute to relevant areas of council for submission opportunities.	5.1		CEO Unit to apply for a minimum of three grants.	30/06/15	EO
CEO3	In collaboration with Human Resources, identify opportunities through work experience and job placement to increase skills of vulnerable members of our communities to improve employment prospects.	1.2		Six placements throughout Council.	30/06/15	EO
CEO4	Support and advocate for Indigenous employment, social and economic development opportunities.	2.4 4.2		Facilitate two workshop / information sessions focusing on Council employment and procurement process.	30/06/15	EO

Major Initiatives						
Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
CEO5	Collaborate with internal and external stakeholders to develop and implement initiatives to increase awareness and responsible behaviour relating to environmental practices.	3.1		Deliver six initiatives.	30/06/15	EO
CEO6	Develop and implement a Disaster Resilience and Education campaign	4.3	Web development	Program rollout commenced in October 2014.	31/05/15	EO
CEO7	Develop and promote business resource information and tools.	2.2		Information and tools available on Council's web site.	30/04/15	EO
CEO8	Develop and implement a Corporate Style Guide to ensure consistency of all Council documentation.	5.3		Style Guide in use throughout Council.	31/03/15	EO
CEO9	Develop a Corporate Service Charter to ensure a consistent level of service is provided by Council.	5.3		Service Charter in use through out Council.	31/03/15	EO
CEO10	Develop and distribute information packs to assist new property owners in the Shire.	1.1 3.1 2.2		Hard and electronic information packs available on Council web site and the administration building.	28/02/15	EO
CEO11	Build the capacity of our communities to target and secure funding opportunities.	1.1		Host two workshops about researching grants and writing grants applications.	30/06/15	EO
CEO12	Identify initiatives and stakeholders, and commence the development of heritage trail signage.	2.4.2		Consultation with identified stakeholders, project plan developed and implementation commenced.	30/06/15	EO
CEO13	Staff to proactively participate in the liquor accord to promote community safety.	4.2.2		Staff attendance at majority of meetings held.	30/06/15	EO

Operations Management

Ongoing Activities

The General Manager Operations will be responsible for the following:

- Leading and managing the operations Department in accordance with organisational strategies and plans
- Delivering departmental income and expenditure within approved budget forecasts
- Complying with all relevant legislation, policies and procedures
- Facilitating disaster management planning and the development of Council's disaster response capabilities, including staff training
- Maintaining, measuring and enhancing, where possible, the delivery of services to our communities

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
OM1	Implementation of Stage 1 (signage, landscaping and improved toilet facilities) of the Daintree Gateway Master Plan	2.1.3	LGGSP funding; consultants, contractors	Completion of on ground works associated with Stage 1	30/06/15	GMO
OM2	Completion of Level 2 Flood Studies for Daintree Village, Mossman and Cooya Beach	4.3	DNRM and Consultants	Level 2 flood mapping completed	30/03/15	GMO
OM3	Review SES Service Agreement and resourcing	4.3	QFES	Signing of a current service level agreement that provides necessary services to the Douglas communities	30/10/15	GMO
OM4	Review of waste collection contract relating to commercial collections in Port Douglas and Mossman	5.3	Technical officer Solid Waste Position	Report prepared outlining options for commercial waste collection and the cost benefits	30/05/15	GMO
OM5	Review chemical-free drinking water options and implementation requirements	5.2.1	Consultants, external agencies and water regulator	Report prepared outlining options for chemical free drinking water and associated costings	30/04/15	GMO

Water and Waste

Ongoing Activities

The Water and Waste Section will be responsible for the following:

- Managing the Water and Waste income and expenditure within approved budget and in accordance with Council strategies and plans.
- Meeting compliance with statutory requirements and licence conditions.
- Supplying drinking water and recycled water that meets customer quality requirements and agreed service standards.
- Managing Council contracts and where required, negotiate new contracts relating to water, waste and waste water, including kerbside waste and recycling collection, landfill and waste transfer station operations.
- Maintaining Council's Water and Waste assets to ensure maximum lifespan and output capacity in the lifecycle of those assets.
- Monitoring of systems, procedures and workplace environment to ensure equipment, plant and machinery is safe to operate and work processes comply with workplace health and safety legislation and standards.

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
WW1	Investigation and rehabilitation of sewer network in Mossman & Port Douglas	2.1.2	Relining Contractors	Reduction of groundwater and soil material infiltration into the sewer network and prevention of sewer failures	30/06/15	MWW
WW2	Develop and implement strategies to optimise disinfection of potable and treated wastewater effluent.	2.1.2	Consultant and supplier of dosing equipment	Supply safe and high quality drinking water and discharge compliant wastewater effluent.	30/06/15	MWW
WW3	Refurbish, commission and integrate Mossman Reservoir back on line	2.1.2	Several Contractors	Improve water supply security.	30/06/15	MWW
WW4	Develop and implement long term strategies to increase the treated water storage capacity in Port Douglas.	2.1.2	Solicitor/ Mediator/ Consultant	Improve long term water supply security.	30/06/15	MWW
WW5	Develop long and short term leachate management and treatment strategies for Killaloe Landfill.	3.1.7	Creation and filling of Technical Officer Waste position, Contractors and Consultant	Minimise the impact of leachate on the environment.	30/06/15	MWW

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Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
WW6	Closure of Phase A and B. Staged capping of Killaloe Landfill as per Transitional Environmental Program and Site Development Plan. Due June 2015	3.1.7	Creation and filling of Technical Officer Waste position, Contractors and Consultant	Capping complete (Phase A & B)	30/06/15	MWW

Development and Environment

Ongoing Activities

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

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

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
DE1	New Draft Planning Scheme is referred for first State interest check	3.1.1	Consultants and significant budget allocation	Draft prepared and sent to State for review	30/06/15	MDE
DE2	State sponsored illegal dumping and littering surveillance program implemented	3.1.5	Specialised equipment provided by State, potential repair and maintenance requirements	Report provided to State in accordance with grant requirements	31/12/15	MDE
DE3	Implement a responsible dog owner education and enforcement program with respect to dog registrations	1.1.4	N/A	Dog registrations increase by 5% on 2013/14 numbers.	30/06/15	MDE
DE4	Conduct an internal review of Council's Local Laws and develop a plan to undertake the necessary amendment of the Local Laws to reflect their relevance to Douglas Shire.	4.2.2	Additional external resources will be required for conducting a formal review of Local Laws.	An internal report produced in which staff will identify errors, irrelevant sections and gaps in the current local laws.	30/06/15	MDE

Infrastructure

Ongoing Activities

The Infrastructure Section will be responsible for the following:

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

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
I1	Plan to enhance and preserve the natural environment	3.1.5	Public consultation	Coconut Management Policy	30/06/15	MI
I2	Plan to maintain the built environment	5.1.1	Asset valuation	Five (5) year plan for road reseals and rehabilitation	30/06/15	MI
I3	Implementation of landscape management plan	3.1	Public consultation	Landscaping of DTMR intersection / roundabout of Captain Cook Highway and Port Douglas Road	30/06/15	MI
I4	Implementation of DNRM River Improvement Trust to address damage to rivers and the flooding of land	3.1	Local Government application to the Minister DNRM or use existing Cairns RIT	Implement River Improvement Trust	30/06/15	MI
I5	Plan for Douglas as the "bicycle capital of Australia"	2.3.5	Public consultation; Review previous studies	Five (5) year plan for bicycle infrastructure	30/06/15	MI

Corporate Services Management

Ongoing Activities

The General Manager Corporate Services will be responsible for the following:

- Leading and managing the Corporate Services Department in accordance with organisational strategies and plans
- Delivering departmental income and expenditure within approved budget forecasts.
- Complying with all relevant legislation, policies and procedures.
- Coordinating services required for Audit Committee to achieve its outcomes.
- Facilitating an effective Internal Audit function.
- Developing, implementing and monitoring a robust Enterprise Risk Management system.

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
CSM1	Investigate and develop strategy to effectively manage the Local Government Award modernisation.	5.1.1	LGAQ	Council updated on strategy to be employed to transition the organisation to the new Award.	30/06/15	GMCS
CSM2	Further develop an Enterprise Risk Management culture within Council.	5.1.2	Jardine Lloyd Thompson – Regional Risk Management Coordinator	Review of Enterprise Risk Management Register endorsed by Audit Committee	30/04/15	GMCS
CSM3	Investigate opportunities to improve business process through advanced technology and the digital medium.	5.3.3 5.3.5	Further budget resources may be required to complete initiative.	Project team established, key processes identified, options investigated and recommendations to Management Team for implementation.	31/03/15	GMCS

Finance and Information Technology

Ongoing Activities

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

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

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
FIT1	Finalise asset fair value process including revaluation/indexation of appropriate asset classes and review of useful lives.	5.2.1	External financial expertise	Asset register meets the Queensland Audit Office requirements.	31/10/15	MFIT
FIT2	Develop and implement appropriate mechanisms to address issues raised in Queensland Audit Office Management letters.	5.2.1		Progressively address matters raised through the audit process.	30/06/15	MFIT
FIT3	Continued refinement of Council's budgeting and reporting processes.	5.2.1		Reporting and budget process endorsed by Management Team.	30/06/15	MFIT
FIT4	Complete implementation of the Authority software modules to meet operational requirements	5.3.3	Civica	Modules operational, refresher training undertaken and timely provision of routine maintenance/upgrades.	31/12/14	MFIT

Governance

Ongoing Activities

The Governance Section will be responsible for the following:

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

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
G1	Finalise review of general policies transferred to Council through de-amalgamation.	5.2.2		All actions adopted by Council to complete the general policy register.	30/06/15	MG
G2	Develop a land asset strategy to inform acquisition and disposal of Council freehold land and promote best use of Council controlled land.	5.1.1 5.1.4		Policy direction adopted by Council and land asset register established.	31/03/15	MG
G3	Progress the development and implementation of a streamlined Human Resource function.	5.3.2 5.3.5	LGAQ – Total Solutions	Key Human resource processes reviewed and where appropriate new procedures endorsed by Management Team.	30/06/15	MG
G4	Review current procurement practices to ensure legislative compliance and organisational efficiency	5.1.3 5.3.5		Procurement Policy reviewed and adopted by Council. Internal controls reviewed and enhanced where appropriate. Training delivered to all staff.	28/02/15	MG

Library

Ongoing Activities

The Library Section will be responsible for the following:

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

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
L1	Implement free Wi-Fi access for Mossman and Port Douglas Libraries	1.3.4 2.1.4	IT service provider	Community feedback Number of people utilising service	28/02/15	TLL & TLIT
L2	Review library materials, subscriptions, and programs to be delivered, including website content	1.3.4 4.1.1		Number of programs delivered & subscriptions available that meet community needs Client feedback re relevance of programs & services available. Library Services website content has been upgraded.	31/01/15	TLL
L3	Establish partnerships with community organisations and government agencies to facilitate programs/activities and to increase services provided to residents and visitors.	1.3.4 1.1.3 1.2.4		Partnerships established and service level increased.	30/04/15	TLL

Organisational Business Support

Ongoing Activities

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

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

Major Initiatives

Ref	Action	Corporate Plan Linkage	Additional resource requirements	Key Performance Indicator/Target	Completion Date	Responsible Officer
OBS1	Develop a skills matrix and implement a training regime to multi-skill all officers within the unit.	5.3.2 5.3.5		Skills matrix established and training plan endorsed by GMCS.	31/12/14	SBSO
OBS2	Review and update Council's Contract Register	5.1.3		Contract Register refined to meet industry best practice	31/03/15	SBSO
OBS3	Establish a Trust Register within the Authority Software Suite.	5.3.3	Civica consultation	Trust Register updated with current trust records and fully integrated with Receipting Software.	30/06/15	SBSO