



Doomadgee Aboriginal Shire Council Operational Plan – 2020/2021

Ref.	Activities	Timing	Organisational Responsibility	Performance Measures
1. Governance - Financial Management				
Corporate Plan Outcome - To achieve maximum community benefit from available financial resources				
1.1	Effective and efficient management of all financial matters	Ongoing	Finance Manager	Submission of monthly financial reports to Council
1.2	Effective grants management	Ongoing	Finance Manager	Submission of monthly financial reports to Council
1.3	Accurate and timely financial reporting	Ongoing	Finance Manager	Submission of monthly financial reports to Council
1.4	Maximise revenues in accordance with Council's Revenue Policy	Ongoing	Finance Manager	Submission of monthly financial reports to Council
1.5	Meet Old Audit Office requirements in relation to internal controls and financial reporting	30/06/2021	Finance Manager	Satisfactory Audit Reports
1.6	Preparation and review of annual budget	31/07/2020	Finance Manager	Endorsement by Council
1.7	Preparation of annual financial statements	1/08/2020	Finance Manager	Statements available for audit
1.8	Preparation of community financial report	31/08/2020	Finance Manager	Inclusion in annual report
1.9	Acquittal of grants to Council	Ongoing	Finance Manager	No breach notices from funding bodies
1.1	Ongoing financial and corporate support operations to meet the needs of the organisation and clients	Daily	Finance Manager	Reports to CEO & Council and level of satisfaction of clients.
1.11	Provision of internal audit visits to review and support Council's financial processes and risk assessments	Bi- annually	Finance Manager	Reports completed and issues identified
1.12	Meetings of Audit Committee	3 times per year	Finance Manager	Committee reports provided to Council
1.13	Review and up-date systems for keeping and destruction of records	Ongoing	Finance Manager	Policy and system in place
1.14	Maximise Council's revenue by reviewing all opportunities and capacity to increase own source revenue and identifying operational areas where efficiencies can be addressed	Ongoing	Finance Manager	Report to Council for endorsement
1.15	Undertake a review of Council's financial sustainability	31/12/2020	Finance Manager	Review undertaken
2. Governance – Administration and Corporate Services				
Corporate Plan Outcome: To provide timely, quality services to customers through effective and efficient administration of Council affairs				
2.1	Review Council's policies and procedures and ensure they meet community expectations and legislative requirements	Ongoing	Director Corporate Services	Policies and procedures reviewed
2.2	Effective policy implementation	Ongoing	Chief Executive Officer	Legislative Compliance
2.3	Decisive Councillor Leadership	Ongoing	Chief Executive Officer	
2.4	Effective legislative requirements	Ongoing	Chief Executive Officer	Meeting legislative requirements
2.5	Enhance Council's communication and decision making through appropriate public relations and community consultation process	Ongoing	Chief Executive Officer	Level of feedback from community
2.6	Review and enforce Local Laws and Regulations to address local issues	Ongoing	Chief Executive Officer	Review Undertaken
2.7	Review of operational plan and provide advice to Council on status	Quarterly	Director Corporate Services	Reports to Council
2.8	Conduct monthly Council meetings	Monthly	Chief Executive Officer	Number of meetings held
2.9	Council minutes prepared and placed onto Council website within statutory timeframe	Monthly	Chief Executive Officer	Minutes on website
2.10	Development and implementation of a Communications and Community Engagement Framework and supporting strategies	30/06/2021	Chief Executive Officer	Framework endorsed
2.11	Maintain Council website and Facebook page	Ongoing	Chief Executive Officer	Meeting legislative requirements and community expectations
2.12	Implement Rights to information and Privacy systems	Ongoing	Director Corporate Services	Meeting legislative requirements
2.13	Identification and attendance at training and self development for councillors and senior staff	Ongoing	Chief Executive Officer	Number of training workshops attended
2.14	Develop and implement an Enterprise Risk Management System	31/12/2020	Director Corporate Services	System implemented
2.15	Undertake a review of Council's policy framework	31/12/2020	Director Corporate Services	Review Undertaken
2.16	Ensure that tenancy arrangements are in place for all occupancy of Council controlled land	Ongoing	Director Corporate Services	Tenancies in place
3. Governance – Human Resources				
Corporate Plan Outcome – To maximise Council's human resource potential				
3.1	Ensure workforce make-up best fits Council's priorities, workloads and budget	Ongoing	Human Resources Manager	Workforce Development Plan endorsed
3.2	Endorse and foster cross skilling in order to minimise need for specialists and to ensure full utilisation of staff	Ongoing	Human Resources Manager	Workforce Development Plan endorsed
3.3	Access to an effective Councillor training program at the beginning of a new term	30/09/2020	Chief Executive Officer	Training undertaken
3.4	Maintain accurate and confidential staff records	31/12/2020	Human Resources Manager	Annual Review of staff records
3.5	Ensure all staff have access to appropriate training	Ongoing	Human Resources Manager	Workforce Development Plan endorsed
3.6	Maintain a safe and healthy workplace for all employees and other persons affected by Council operations	Ongoing	Procurement and WH&S Manager	Compliance with WH&S requirements
3.7	Information sessions for all Council staff on workplace, health & safety policy and procedures.	Ongoing	Procurement and WH&S Manager	Workshops completed & staff aware of their obligations
3.8	Undertake a review of Council's organisational structure	30/06/2021	Chief Executive Officer	Review undertaken
3.9	Develop and implement a Workforce Development Plan	30/03/2021	Human Resources Manager	Plan developed and implemented
3.10	Implement an appropriate staff performance appraisal and development system linked to strategic and business plans	Ongoing	Human Resources Manager	% of appraisals completed
3.11	Maintain and develop human resource management policies, procedures and systems for current and future workforce needs	31/03/2021	Human Resources Manager	Policy and procedures reviewed
3.12	Review and maintain Master Employee Register	Ongoing	Human Resources Manager	Register reviewed
3.13	Review appointment contracts for new employees	Ongoing	Human Resources Manager	Contracts reviewed
3.14	Develop checklist to ensure new employees are set up in system correctly	31/12/2020	Human Resources Manager	Checklist developed
3.15	Develop checklist to ensure new employees are set up in system correctly	31/12/2020	Human Resources Manager	Checklist developed
4. Community – Arts and Culture				
Corporate Plan Outcome – To create opportunities through Arts and Culture to enhance individuals' skills, bolster community pride and quality of life				
4.1	Develop an Arts and Cultural Policy and Plan	31/12/2020	Director Community & Economic Development	Arts and Cultural Policy and Plan Endorsed
4.2	Investigate the establishment and maintenance of an appropriate library service	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
4.3	Support artistic and community involvement in the arts	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
4.4	Effective administration of the Regional Arts Development Fund (RADF)	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
4.5	Facilitate, in partnership with the community and key stakeholders, the preservation of the history of the Shire	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
4.6	Provide space, time and resources for the purpose of exhibition/sale of local art	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
4.7	Support and promote appropriate events and festivals within the Shire	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
4.8	Encourage and support the development of programs for traditional language teaching and use	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented

4.9	Facilitate programs/projects for recording of local languages and personal stories	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
4.10	Facilitate the development of support programs/projects for preservation of traditional culture	30/06/2021	Director Community & Economic Development	Relevant section of Arts and Cultural Plan implemented
5. Disaster Management				
Corporate Plan Outcome - To limit the impact of natural and unforeseen disasters				
5.1	Ensure that there is sufficient funding for emergency services	Ongoing	Director Community & Economic Development	Funds budgeted
5.2	Facilitate effective counter disaster planning in conjunction with the community, emergency service organisations and other stakeholders	Ongoing	Chief Executive Officer	Disaster Management Plan reviewed
5.3	Disaster and other emergency contingency plans promoted to the community and visitors to the Shire	Ongoing	Chief Executive Officer	Disaster Management Plan reviewed
5.4	Ensure airport security in compliance with Aviation Transport requirements	Ongoing	Director Engineering Services	Management Plan for Doomadgee Airport developed and implemented
5.5	Ensure the safety of the airport and its operations	Ongoing	Director Engineering Services	Safety Management System for Doomadgee Airport developed and implemented
	Develop and implement a Management Plan for Doomadgee Airport	31/12/2020	Director Engineering Services	Management Plan for Doomadgee Airport developed and implemented
5.6	Develop and Implement a Safety Management System for Doomadgee Airport	31/12/2020	Director Engineering Services	Safety Management System for Doomadgee Airport developed and implemented
5.7	Review of Disaster Management Plan	30/09/2020	Chief Executive Officer	Disaster Management Plan reviewed
5.8	Coordinate Doomadgee Local Disaster Management Group meetings	Ongoing	Chief Executive Officer	Four meetings held each year
6. Economic Development				
Corporate Plan Outcome - To increase the overall strength and diversity of the Shire's economic base, create jobs and actively promote the Shire's tourism potential				
6.1	Encourage private enterprise development to maximise employment opportunities and development in the Shire	30/06/2021	Chief Executive Officer	Endorsement of an Economic Development Strategy
6.2	Facilitate the development of a Council website	Ongoing	Chief Executive Officer	Functional website
6.3	Facilitate the preparation of a scoping study for the Shire Tourism Development and Promotion Plan	31/12/2020	Chief Executive Officer	Scoping Study endorsed
6.4	Facilitate liaison/consultation with education institutions and other stakeholders to support initiatives that will enhance the employability of local people, including the provision of appropriate training, education and employment networking initiatives that support existing and future industries	30/06/2021	Chief Executive Officer	Endorsement of an Economic Development Strategy
6.5	Examine new opportunities for community business	30/06/2021	Chief Executive Officer	Endorsement of an Economic Development Strategy
6.6	Development of an Economic Development Strategy	30/06/2021	Chief Executive Officer	Endorsement of an Economic Development Strategy
7. Environmental Management				
Corporate Plan Outcome - To conserve the natural and built environments to achieve ecologically sustainable development				
7.1	Facilitate the development of a Shire Environmental Management Plan	31/06/2021	Director Community & Economic Development	Shire Environmental Management Plan endorsed
7.2	Facilitate the formation of an Environmental Action Group	31/06/2021	Director Community & Economic Development	Environmental Action Group formed
7.3	Develop and promote policies to preserve and promote the natural environment while increasing local community involvement in its management.	31/06/2021	Director Community & Economic Development	Shire Environmental Management Plan endorsed
7.4	Continually update, with partners, a Pest Identification and Management Plan, and action recommendations of that plan	31/06/2021	Director Community & Economic Development	Pest Management Plan reviewed
7.5	Investigate the introduction of "Ranger" services	31/06/2021	Director Community & Economic Development	Report to Council
7.6	Develop policies to ensure the integrity of the Nicholson River and other waterways	31/06/2021	Director Community & Economic Development	Shire Environmental Management Plan endorsed
7.7	Develop policies to ensure the coverage of noxious and environmental weeds is contained and diminished within the Shire	31/06/2021	Director Community & Economic Development	Pest Management Plan reviewed
7.8	Develop policy to ensure that development is designed to meet user needs and cause minimal impact upon others and the environment.	31/06/2021	Chief Executive Officer	Review the Doomadgee Master Plan
7.9	Facilitate the exploration of possible energy alternatives	31/03/2021	Director Engineering Services	Report to Council
8. Waste Management				
Corporate Plan Outcome - To prove and sustain an effective and disposal service				
8.1	Maintain high standards to ensure public facilities, houses and streets are clean and healthy	Ongoing	Director Engineering Services	Annual Clean-ups undertaken
8.2	Ensure waste is disposed of in approved waste facility	Ongoing	Director Engineering Services	Compliance with regulatory standards
8.3	Ensure the Shire waste facility complies with regulatory standards	Ongoing	Director Engineering Services	Compliant facilities
8.4	Initiate a recycling regime	Ongoing	Director Engineering Services	Recycling facility operating
8.5	Develop and Implement an Integrated Waste Management Plan	30/06/2021	Director Engineering Services	Integrated Waste Management Plan endorsed
8.6	Development of a Regional Waste Management Facility	30/06/2021	Director Engineering Services	Regional Waste Management Facility developed
9. Infrastructure - Development, Maintenance and Replacement				
Corporate Plan Outcome - To Maintain and upgrade essential infrastructure to maximise the utility of existing assets and provide for their long-term improvement and / or replacement.				
9.1	Develop and implement programs for the design, construction and maintenance of roads, streets, footpaths, Council buildings, public conveniences, bridges and related drainage systems.	30/06/2021	Director Engineering Services	Program Implemented
9.2	Maintain clean, safe, secure and adequate water supply ensuring that all legislative requirements are met.	Ongoing	Director Engineering Services	Compliance with regulatory requirements
9.3	Facilitate introduction of a Home Development Policy and a policy relating to housing repairs and refurbishment	31/03/2021	Director Engineering Services	Policy implemented
9.4	Manage the operation of associated activities such as work depots, workshops and plant fleets to facilitate efficient and effective provision and maintenance of Shire infrastructure.	Ongoing	Director Engineering Services	Departmental reporting
9.5	Facilitate the development of flood mitigation plans and the provision and maintenance of necessary flood mitigation works.	30/06/2021	Director Engineering Services	Flood mitigation plan endorsed
9.6	Maintain the airport and authorised aircraft landing areas to required statutory standards	Ongoing	Director Engineering Services	Compliance with regulatory requirements
9.7	Facilitate the development and maintenance of sport and recreational facilities	Ongoing	Director Engineering Services	Sports and Recreation Plan endorsed
9.8	Ensure workplace health and safety obligations are monitored and met	Ongoing	Procurement and WH&S Manager	Compliance with WH&S requirements
9.9	Investigate and assess water conservation and recycling options	30/06/2021	Director Engineering Services	Water Management Plan endorsed
9.10	Develop and implement Asset Management Plans for all asset classes	30/06/2021	Director Engineering Services	Plans completed
9.11	Develop and implement a Water Management Plan	30/06/2021	Director Engineering Services	Plan completed
9.12	Investigation undertaken into an upgrade of streetlighting	01/07/21	Director Engineering Services	Investigation undertaken
9.13	Checking and maintenance of Water Treatment Plant	Daily	Director Engineering Services	Records checked
9.14	Checking and maintenance of water reticulation system	Daily	Director Engineering Services	Records checked
9.15	Provision of water samples for testing	Weekly	Director Engineering Services	Positive results of testing
9.16	Training and development for water officers	Ongoing	Director Engineering Services	Increased skills of workers
9.17	Ensuring legislative reporting requirements relating to water are met.	Ongoing	Director Engineering Services	Positive feedback from relevant Government agencies
9.18	Checking and maintenance of Sewerage Treatment Plant	Daily	Director Engineering Services	Records checked
9.19	Checking and maintenance of sewerage reticulation system	Daily	Director Engineering Services	Records checked
9.20	Testing of sewerage out flows	Weekly	Director Engineering Services	Positive results of testing
9.21	Training and development for sewerage officers	Ongoing	Director Engineering Services	Increased skills of workers
9.22	Ensuring legislative reporting requirements relating to sewerage reporting are met.	Ongoing	Director Engineering Services	Positive feedback from relevant Government agencies
9.23	Construction of new houses under contract with Dept of Public Works and Housing	Ongoing	Director Engineering Services	Planned constructions completed
9.24	Upgrade housing program under contract with Dept of Public Works and Housing	30/06/2021	Director Engineering Services	Planned upgrades completed
9.25	Delivery of Roads to Recovery Program, including development and delivery of council endorsed projects.	Ongoing	Director Engineering Services	Works completed
9.26	Restoration of damaged roads approved for repair under NDRA	Ongoing	Director Engineering Services	Road works completed, QRA sign off and funds reimbursed to Council
9.27	Ongoing maintenance of Council's road network.	Ongoing	Director Engineering Services	Roads maintained to agreed standard
9.28	Develop and implement a Streetscaping and Parks Masterplan	30/06/2021	Director Engineering Services	Plan endorsed
9.29	Implement parks and open space maintenance program.	30/06/2021	Director Engineering Services	Plan completed and endorsed by Council
9.30	Implement the road maintenance program identifying issues such as pavement repairs, signage requirements, pedestrian crossings, roundabout repairs etc	Ongoing	Director Engineering Services	Program completed
9.31	Develop and implement a Biosecurity Plan	30/06/2021	Director Engineering Services	Plan endorsed

9.32	Participate in Technical Working Group meetings to ensure coordinated approach to infrastructure activities	Ongoing	Director Engineering Services	Number of meetings attended
10. Community and Human Services				
Corporate Plan Outcome – To encourage and participate in the continuing development of community to service and foster a safe, harmonious community with a strong community spirit				
10.1	Ensure Council is an effective advocate for the Community	Ongoing	Director Community & Economic Development	Departmental reporting
10.2	Facilitate public access to a swimming pool	Ongoing	Director Community & Economic Development	Departmental reporting
10.3	Facilitate the provision of television, telephone and radio communication services in response to community needs.	Ongoing	Director Community & Economic Development	Departmental reporting
10.4	Facilitate and support crime prevention strategies	Ongoing	Director Community & Economic Development	Departmental reporting
10.5	Develop, in conjunction with partners, an Education Betterment Policy	30/06/2021	Director Community & Economic Development	Education Betterment Policy endorsed
10.6	Facilitate and support services for victims of family violence	Ongoing	Director Community & Economic Development	Departmental reporting
10.7	Facilitate the provision of appropriate childcare facilities and services	Ongoing	Director Community & Economic Development	Departmental reporting
10.8	Facilitate the development of appropriate Sports and Recreation Plans in partnership with the PCYC and Doornkop School	31/03/2021	Director Community & Economic Development	Sports and Recreation Plan endorsed
10.9	Establish, implement and monitor an Alcohol Management Plan	31/12/2020	Director Community & Economic Development	Alcohol Management Plan reviewed
10.11	Facilitate and work with partner agencies re control measures for other substance abuse	Ongoing	Director Community & Economic Development	Departmental reporting
10.12	Facilitate and support persons with gambling addictions	Ongoing	Director Community & Economic Development	Departmental reporting
10.13	Review local laws regarding alcohol and substance abuse to ensure compliance with State legislation	31/12/2020	Director Community & Economic Development	Review undertaken
10.14	Implement ongoing meetings of Government Agencies that fund community and social services to ensure that services are targeted and effective	31/12/2020	Director Community & Economic Development	Joint Government Agency meetings undertaken
10.15	Implement Doornkop Inter Agency meetings so that the delivery of community and social services are targeted and effective.	31/12/2020	Director Community & Economic Development	Doornkop Inter Agency meetings undertaken
10.16	School Holiday programs are developed, documented and publicised on social media	Ongoing	Director Community & Economic Development	School Holiday program developed and publicised
10.17	Investigations undertaken for the delivery of innovative IT/Digital Programs	30/06/2021	Director Community & Economic Development	Investigation undertaken
10.18	Investigate an education and youth support program for Doornkop	30/06/2021	Director Community & Economic Development	Investigation undertaken
10.19	Provide information to community through regular radio sessions	Ongoing	Director Community & Economic Development	Regular spot identified in radio broadcast schedule
11. Public Health				
Corporate Plan Outcome – To create and foster a dynamic ongoing relationship with all relevant health policy departments and health service providers to ensure that operational programs are coordinated, focused and effective, in contributing to and enhancing, the health and wellbeing of the whole community				
11.1	Develop a Health Portfolio link with Old Health	Ongoing	Director Community & Economic Development	Departmental reporting
11.2	Work with partners to ensure that adequate health programs, inspections and education are focused on lifting overall community health standards.	Ongoing	Director Community & Economic Development	Departmental reporting
11.3	Facilitate the development of a Disability Action Plan	30/06/2021	Director Community & Economic Development	Disability Action Plan endorsed
11.4	Facilitate, support and assist to maintain a full range of appropriate care facilities and services for the aged	Ongoing	Director Community & Economic Development	Departmental reporting
11.5	Develop an Animal Management Plan	31/03/2021	Director Community & Economic Development	Animal Management Plan endorsed
11.6	Develop an Annual Environmental Health Plan	31/03/2021	Director Community & Economic Development	Environmental Health Plan endorsed
11.7	Ensure all food premises comply with the Food Act	Ongoing	Director Community & Economic Development	Food premises licenced
12. Planning and Development				
Corporate Plan Outcome – To develop and implement planning controls that ensure and encourage balanced and sustainable development and to promote the Shire as a desirable place to live, work, invest and visit				
12.1	Facilitate, in conjunction with partners, the continued development of the Doornkop Town Plan	Ongoing	Chief Executive Officer	Departmental reporting
12.2	Facilitate, in conjunction with partners, the development of a 'Doornkop Preferred Town Use Plan'	Ongoing	Chief Executive Officer	Departmental reporting
12.3	Promote orderly development of the Shire to support employment and economic prosperity in keeping with infrastructure capacity and environmental considerations	Ongoing	Chief Executive Officer	Departmental reporting
12.4	Implement, through the Shire Planning Schemes, appropriate controls over development to foster land uses and attitudes that enhance the quality of the natural and built environment	Ongoing	Chief Executive Officer	Departmental reporting
12.5	Assessment of Development Applications when received	Ongoing	Chief Executive Officer	Applications finalised