

OUR REF: 815496

26 May 2017

The Committee Secretary
Infrastructure Planning and Resources Committee
Parliament House
George Street
BRISBANE QLD 4000

Dear Sir/Madam

RE: SUBMISSION FROM DOUGLAS SHIRE COUNCIL INQUIRY INTO THE LONG TERM FINANCIAL SUSTAINABILITY OF LOCAL GOVERNMENT

Douglas Shire Council welcomes the opportunity to make a submission to the Committee in response to the above Inquiry and the invitation to appear at the Hearing scheduled for 1 June 2017 in Cairns. We note however that the period allowed for submissions and hearing preparation has been very short, with this very important input requested at local government's busiest time of the year while annual budgets, operational plans and capital works programs are being finalised. Small Councils with limited resources may be constrained by this timeframe.

As one of four Queensland Councils that de-amalgamated in January 2014, Douglas has had to address a range of unique matters in its planning to achieve long term financial sustainability, while at the same time meeting State and community expectations that it will conduct business as an established, successful Council would do. As Douglas enters its fourth year as a new entity, the Council remains committed and determined to satisfy all measures of financial sustainability by the FY 2019/2020. Currently debt-free, Douglas is moving steadily towards achieving a balanced budget in 2019/2020 while progressively absorbing the financial costs and operational challenges of de-amalgamation.

Douglas Shire Council is a Far North Queensland coastal shire of some 2440 square kilometres and approximately 11,000 residents, with 8% identifying as Indigenous. Council's operating budget is approximately \$38.6 million and the net rates and utility charges income is approximately \$30.4 million. With 78.75% of its revenue derived from rates and utility charges, Council is in a strong position to manage its financial future.

The Council comprises the Mayor and four Councillors and 158 EFT officer positions. Senior management comprises the CEO, two general managers and four managers. Despite the many challenges of de-amalgamation, Douglas is broadly recognised as punching above its weight, with a strong audit and compliance record. It continues to deliver diverse and successful programs, including in the last financial year, capital works of more than \$25 million. However Douglas is continually challenged, as are most small Councils, to meet the every-expanding number of reporting and compliance obligations imposed by the State, and to take on matters that have either been devolved to local government by the State without

commensurate funding, or to address the withdrawal of services which are properly the responsibility of the State but for which funding is no longer available.

It is within this context that this submission is made.

Response to the 2016-2017 QAO recommendations

In general Douglas supports the recommendations made by the Auditor-General. If implemented as proposed, there will be a significant improvement in the long term financial sustainability of Councils. It is clear however that the capacity to advance these goals varies significantly from Council to Council; with small, rural and remote Councils being the least resourced to achieve all that is expected of all local government across the State, regardless of size. Numerous factors cause the 77 Councils to respond differently to financial demands including the direction of elected representatives, the ability for remote Councils to attract and retain competent staff, lack of digital connectivity, distance, uncertain revenue, Council's risk profile, and the changing disaster funding and industrial relations landscape. The community's capacity to pay also has an impact on the ability of the local government to provide services and infrastructure to support sustainable growth.

The following comments detail some of the hurdles to be overcome and are listed in response to each of the nine recommendations in the report.

ACTIONS FOR COUNCILS RECOMMENDED BY THE QAO

1. Maintaining complete and accurate condition data and asset management plans

While the process of Douglas Shire's de-amalgamation from Cairns Regional Council was well considered and effectively executed, in 2014 asset data received from Cairns Regional Council was in many instances incomplete, inaccurate or consolidated and therefore unreliable. Considerable time and resources is being progressively allocated to bring records up to a state from which asset management plans are being developed. It has only been in the last financial year that Douglas has been in a position to engage an asset management officer, an essential role to which some small Councils do not have access.

The varying approaches adopted and assumptions used by external valuers, should also be recognised. Asset values, useful lives and the absence of a North Queensland cost index all ultimately affect depreciation. Depreciation is a huge impost which many Councils are struggling with; in Douglas' 2017/2018 draft budget, depreciation is approximately 28% of Council's operating expenditure. It is recommended that consideration be given to providing ongoing funding to the Regional Organisations of Councils (ROCs) to establish and maintain regional local government costs indices.

2. Implementing a scalable project decision making framework for all infrastructure asset investments

Douglas believes a robust decision making framework is essential and has implemented an assessment process that complements the State Government's Project Decision Framework. We note however that the State places great emphasis on the importance of local government renewing assets, yet many funding programs, with the exception of the 2017 Works for Queensland program, anticipate the delivery of new infrastructure. The introduction of the Works for Queensland program with its streamlined application process, emphasis on renewals and the avoidance of co-funding by the Council has been very well received and is appreciated by Douglas. A greater level of funding or additional merit scoring on Renewal Projects for renewal and intervention strategies on assets rather than building new would be highly beneficial.

Over the past few years the State has also emphasised the importance of local government not accepting infrastructure from others (including the State and Commonwealth) that is not wanted and cannot be funded or renewed by the Council over the long term. Douglas strongly supports this view however has received little support from the State when Council rejected ownership of a \$12 million bridge built by the State primarily to service the adjoining Wujal Wujal Aboriginal Shire Council. The State's decision to invest in an asset that Douglas Shire Council does not want and cannot afford, and then insist that Council take ownership and maintain the asset, is not a decision that Council can support.

3. Engaging directly with communities on future service levels

Douglas supports this recommendation and takes an active role in consulting the community. The community does not however have a high level of understanding of the increasing financial cost of compliance reporting nor the impact of depreciation on Council's operating budget. The community largely expects services to continue at the present level, or to increase, while costs outside Council's control also rise. There is a general lack of community understanding of levels of service relating to safety and design serviceability compared to aesthetic levels which do not improve asset life and cost Council increased operational expense. Examples for Douglas are significantly increased waste management costs (up to 100% increase imposed by third parties) and environmental compliance costs. It is anticipated that the new Industrial Relations Act will significantly impede the ability of Councils to be flexible in response to workforce planning and needs, and that there will be associated costs that will have to be funded from other budget areas. Depreciation costs as a result of NDRRA work coupled with re-valuations, in addition to grant-funded initiatives have increased substantially over the past two years.

4. Developing financial plans to explain their financial forecasts and how they intend to financially manage the Council and its long-life assets

Douglas supports this recommendation but again notes the inability for small Councils to adequately resource such work, unless the State acknowledges and encourages the preparation of simplified (but adequate) plans. It is not workable to require both small and large Councils to adopt a uniform approach, with the same degree of analysis. For example, Cairns Regional Council has approximately 22 qualified accountants within its Finance Branch, however like many small Councils, Douglas Shire Council has just one accountant, yet the same suite of financial documentation is required to be produced. We ask that practical recognition of these differences be made by the State rather than promoting a "one size fits all" model.

Nor is it constructive to require Councils to adopt the QTC 10 year model when alternative models may work more effectively for Council and require less resources to prepare. The financial management strategies of all Councils should be expressed clearly and in a form that demonstrates to the community that Council's approach is sound and capable of timely execution. In particular, the strategic financial planning framework should support, not hinder, the elected representatives in providing their direction. The financial plans must be capable of being understood and must engender confidence in the elected representatives that their collective direction is being implemented.

ACTIONS FOR THE DEPARTMENT OF INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING RECOMMENDED BY THE QAO

5. Allow Councils to set their own financial sustainability targets where they can justify that a different target is more appropriate for their long term sustainability

This is supported. The State's approach to financial sustainability is currently to require uniform compliance with current ratio targets regardless of the size of the Council, yet through the Remuneration Tribunal, eight categories of Councils are recognised. Queensland is a diverse State and its communities have diverse needs and expectations. A financially sustainable metropolitan or large regional Council will have completely different attributes to a small rural, remote or Aboriginal Shire Council.

6. Strengthen their governance role, including analysing long term planning documents, to allow the Minister to identify councils in or becoming financially stressed

This recommendation is not supported as there are currently adequate controls and processes in place at the State level. Difficulty or failure to identify financial stress should be remedied through the current statutory audit process, and the review of numerous other compliance reports mandated by the State.

More extensive involvement and investigation by the State, particularly if a 'one size fits all' approach is adopted, will place a great burden on small Councils already struggling with limited resources available to meet their compliance obligations while delivering services, programs and capital works. A greater level of intervention by the State will cause the imposition of further costs, whether the need to secure additional human resources to respond to the analyses, or the diversion of officers from business as usual. Greater intervention by the State will also cause the State to incur significant additional costs, to be funded by the taxpayer.

7. Support Councils to strengthen their strategic planning by building their capability and capacity to produce 10 year financial forecasts and asset management plans that can be relied on, and are integrated with their annual budgetary processes. They should be renewed and updated at least every four years.

This recommendation is supported. One of the significant factors in the success of long term financial planning is the education of the elected representatives as to the impact of their decisions, and Councillors must be sufficiently financially literate to undertake their roles as currently defined. The balancing of community needs and expectations, with Councillors' aspirations and political drivers, against the reality of financial constraints in an increasingly regulatory environment, is a significant challenge for Councils of any size.

While most Councillors are well engaged with their communities, elected representatives do not necessarily have formal qualifications or training in financial management yet are charged with the responsibility of making very significant and far-reaching decisions that affect the long term financial sustainability of Councils. It is suggested that additional support and further access to ongoing professional training on an annual basis be considered.

8. Require Councils to include in their annual budget or annual report statements:

- **The long term financial forecasts for at least three subsequent years after the budget year**
- **Reporting analysis of actual to budget figures**

Caution is recommended in considering this recommendation.

Existing monthly financial reports already compare actuals against the budget and are part of the existing public agenda. Douglas includes a high level comparison of operating revenue and expenditure against budget (including the operating result) in its annual report. We express concern that the degree of budget analysis being proposed is unclear and the amount of additional administrative workload may not add value to what is already being reported. For example, Council does not budget each year for a number of items such as the movement in the value of the landfill restoration provision (and possible offsets against previous year movements), the effects of asset revaluation increments and decrements, the loss on disposal / write-off of assets due to weather events etc, as the impact of many of these is difficult to predict and can fluctuate considerably from one financial year to the next..

Council currently includes a ten year snapshot of its long term financial forecast in its adopted budget and also provides a three year detailed budget as per legislative requirements. As above, monthly financial reports comparing actual revenue and expenditure to budget are prepared for Council and published on Council's website. Detailed reporting / analysis of actual to budget figures in annual reports would add an additional administrative workload that it is unlikely to add value to Council operations.

9. Broaden the number of ratios required to be calculated over 10 years to include the asset renewal funding ratio, once councils have improved their asset condition data.

This recommendation is not supported as the three current ratios are considered adequate as presently framed.

However there are mixed views on the appropriate level for the asset sustainability ratio with the target being very subjective. Anecdotally Councils say that 90% is too high and in itself is not sustainable. A ratio of 80 % is considered more achievable to allow for upgrades, missing links and new projects that are required by the Community.

However, if the ratio is to remain at 90%, then because Council's asset portfolio is made up of thousands of assets with varying remaining useful lives and there are "peaks and troughs" in terms of the level of funds that are required in any particular financial year for renewal / replacement, we recommend an averaging of the ratio over five years so that unnecessary expenditure on renewal / replacement does not have to be incurred in a years when it may not be required and this can be offset by a higher level of expenditure in other years.

It is recommended that a formal review of this ratio be conducted through a working group comprising, for example, the QAO, DILGP, LGAQ and ROCs.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Julia Leu', written in a cursive style.

Cr Julia Leu
Mayor
DOUGLAS SHIRE COUNCIL

OUR REF: 816805

08 June 2017

The Committee Secretary
Infrastructure Planning and Natural Resources Committee
Parliament House
George Street
BRISBANE QLD 4000

Dear Sir/Madam

**RE : INQUIRY INTO THE LONG TERM FINANCIAL SUSTAINABILITY OF LOCAL GOVERNMENT:
REQUEST FOR FURTHER INFORMATION FROM DOUGLAS SHIRE COUNCIL**

Thank you again for the opportunity for Douglas Shire Council to provide a submission to the above Inquiry and to attend the Hearing before the Committee in Cairns on 1 June 2017. The following information is provided in response to the Committee's request at the Hearing for Douglas Shire Council's analysis of its compliance obligations as an integral part of its planning processes.

Douglas Shire Council adopts a comprehensive approach to its strategic annual and long term financial planning, giving priority to achieving its statutory compliance obligations, and to implementing the formal direction of Council, as detailed in Council's adopted Policies and Strategies. It is our view that, typically, the business cost of compliance is not readily identified, yet the obligations are resource intensive for small Councils.

As Douglas has a budget of \$38.6m and approximately 158 FTE positions, the careful allocation of human resources to fulfil all administrative responsibilities (ie the delivery of all compliance reporting projects, implementation of Council's adopted strategies, delivery of the annual Operational Plan and Capital Works programs, together with all 'business as usual' compliance and all other activities of local government) requires a detailed understanding of the input required from multidisciplinary Council teams. In striving to 'do more with less' Douglas aims to ensure that all resources are used as efficiently as possible.

In developing its Operational Plan 2017/2018, and as an integral part of Council's 2017/2018 budget preparation, Douglas firstly examined its compliance and strategic planning obligations (other than daily 'business as usual' compliance) imposed by legislation or as directed by formal Council resolution.

Attachment 1 and Attachment 2 identify Council's compliance projects by statute and by regulator. Please note that the lists provided in the attached documents may not be exhaustive.

Attachment 1 (Column 7) details an estimate of the time required to complete each compliance project. Attachment 2 shows the total number of Council FTE in each relevant Department or Branch, and the required involvement of those officers in delivering the required compliance output.

For completeness, a further strategic planning document (Attachment 3) is provided to demonstrate the linkages between selected operational policies, strategies and plans adopted by formal Council resolution and the internal resources required to deliver the resulting actions. As with the compliance analyses above, this document was prepared to support officers in their management of human resources, operational budgets and work programs.

Officers found these exercises to be a useful component of Council's financial planning process. The outputs have also been valuable communication tools to assist elected members to gain a greater understanding of the allocation of human and financial resources in the course of budget preparations and Councillors' workshops.

I trust this information responds adequately to the Committee's request. Please do not hesitate to contact me direct on [redacted] should you require clarification of any aspect of these documents.

Yours faithfully,

Linda Cardew
CHIEF EXECUTIVE OFFICER



Attachment 1

Statutory Compliance Projects and Reporting

Branch	Legislation	Regulator	Action Required	Frequency	Resources Required	Estimated Time (FTE) Required
CEO Unit	Local Government Act 2009	Department of Infrastructure Local Government and Planning	Annual Report	Annual	Organisation	37 days
CEO Unit	Contractual	Various	Grants Reporting	Various	CEO Unit Library Water Emergency Environment Planning Infrastructure	4 – 5 days per year 3 – 5 days per year 2 – 5 day per month 1 day 2 days annually 2 days 11 days per month
Finance	Local Government Act 2009	Department of Infrastructure Local Government and Planning	Financial Statements	Annual	Nil	.3 FTE over 365 days
Finance	Local Government Act 2009	Department of Infrastructure Local Government and Planning	Budget	Annual	Organisation	248 days
Finance	Local Government Act 2009	Department of Infrastructure Local Government and Planning	External Audit	3 x year	Organisation	.4 FTE over 365 days
Finance	Local Government Act 2009	Department of Infrastructure Local Government and Planning	Internal Audit	Annual	Organisation	20 days
Finance	Taxation Administration Act 2001	Australian Taxation Office	Prepare annual fringe benefits return	Annual	Finance Infrastructure	4 days 1 day
Finance	Local Government Act 2009	Grants Commission	Grants Commission Return	Annual	Organisation	10 days
Finance	GST Act 2000	Australian Taxation Office	GST/BAS	Monthly	Finance	.5 day
Governance	Land Act 1994	Department of Natural Resources and Mines	Annual Report on LMP	Annual	Property	5 days
Governance	Local Government Act 2009	Department of Infrastructure Local Government and Planning	Acquisition and disposal of land	adhoc	Nil	ave 3 days per action
Governance	Native Title Act 1993	Attorney General	Investigate and respond to native title claims over council controlled trustee assets	Ongoing	Governance	8 weeks per year
Infrastructure	Transport Infrastructure Act 1994	Department of Transport	Marine infrastructure reporting	Annual	Civil Works	3 days
Infrastructure	Chemical Usage (Agricultural and Veterinary) Control Act 1988	Wet Tropics Management Authority	Herbicide usage	Annual	Civil Works	2 days
Infrastructure	Environmental Protection Act 1994	Department of Environment and Heritage Protection	Daintree Ferry dredging	Annual	Civil Works	2 days
Infrastructure	Transport Infrastructure Act 1994	Department Of Transport	RMPC	Monthly	Civil Works Finance	2.5 days per month 1 day per month
Infrastructure	Heavy Vehicle National Law	National Heavy Vehicle Regulator	Review and approve heavy vehicle movement across the network	Ongoing & escalated by incident	Civil Works	15 days per annum
Infrastructure	QLD Heritage Act 1992	Department of Environment and Heritage Protection	Feedback on projects	Annual	Infrastructure	1 day
Infrastructure	Plumbing and Drainage Act 2002	Queensland Building and Construction Commission	Testing back flow devices and safety showers and record keeping	Annual	Infrastructure W&WW	5 days
Infrastructure	Electrical Safety Act 2002	Queensland Building and Construction Commission	Testing and record keeping	3 monthly	Organisation	2 days/3 months
Infrastructure	Building Fire and Safety Regulation 2008	QLD State Emergency Services	Inspections and annual reporting	Annual	Organisation	20 days
Infrastructure	Bio Security Act 2014	Department of Agriculture, Fisheries and Forestry	Annual pest distribution survey	Annual	Nil	1 day



Attachment 1

Statutory Compliance Projects and Reporting

Branch	Legislation	Regulator	Action Required	Frequency	Resources Required	Estimated Time (FTE) Required
Infrastructure - Building Facilities	Building Act 1975 Workplace Health & Safety Act 2011 Public Health Act 2005 Local Government Act 2009	Work Safe QLD	Building Asbestos Register	5 yearly	Environmental Health WH&S Resource Management W&WW IT	1 month
Libraries	Contractual	State Library of QLD	SLA reporting	Annually	Libraries& Finance	2.5 days
Sustainable Communities - Development Assessment & Coordination	Sustainable Planning Act 2009	Department of Infrastructure Local Government and Planning	Town planning scheme - Return to Country and other amendments	Annual	Nil	.1 FTE over 365 days
Sustainable Communities - Development Assessment & Coordination	Planning Act 2016	Department of Infrastructure Local Government and Planning	<u>Significant review, ref doc# 803538 for full list of actions</u>	2017/2018 (effective 3 July)	CEO Unit Consultants	.75 FTE over 365 days
Sustainable Communities - Disaster Management	Disaster Management Act 2003	Inspector General Emergency Management	Annual Report - Council and District Annual Review via IG Operational Requirements - meetings, capability assessment, LDC reporting to LDMG, exercises and training (guardian), DDMG meetings (monthly), DO Meetings via IG (5 bimonthly), joint council meetings, SES capabilities, district reporting,	Ongoing & escalated by incident	DMG OBSU IT Civil Works Council Mechanics	.5 FTE over 6 months .3 FTE over 6 months
Sustainable Communities - Environmental Health	Food Act 2006	QLD Health	Reporting - inspections, fines, etc.	Annual	Environmental Health	2 days
Sustainable Communities - Environmental Health	Public Health (Infection Control for Personal Appearance Services) Act 2003	QLD Health	Reporting - inspections, fines, etc.	Annual	Environmental Health	1 day
Sustainable Communities - Environmental Health	Public Health Act 2005	QLD Health	Reporting asbestos complaints	Incident	Environmental Health Resource Management	1 day per incident, more dependent on nature of incident
Sustainable Communities - Environmental Health	Public Health Act 2005 Food Act 2006		Other Public Health incidents	Incident	Environmental Health	1 day per incident, more dependent on nature of incident
Sustainable Communities - Environmental Health	Building Act 1975	Queensland Building and Construction Commission	Swimming pool fences and immersions	Incident Annual	Environmental Health Local Laws CEO Unit Admin	1 week total
Sustainable Communities - Local Laws	Animal Management (Cats & Dogs) Act 2008	Department of Agriculture, Fisheries and Forestry	Reporting (new legislation - scope not known) Dog Breeding	Unknown	Nil	Unknown
Sustainable Communities - Local Laws	Local Government Act 2009	Department of Infrastructure Local Government and Planning	Local Laws Review	Ten Yearly	Organisation Consultant	.75 FTE over 365 days
Sustainable Communities - Resource Management	Waste Reduction and Recycling Act 2011	Department of Environment and Heritage Protection	Waste data submission - (manual process) data extraction and sorting, analysis/interpretation, online submission	Quarterly	Resource Management Operations Field Officer	6 days
Sustainable Communities - Resource Management	Waste Reduction and Recycling Act 2011	Department of Environment and Heritage Protection	Local govt waste & recycling survey - (manual process) data extraction and sorting, obtaining data from other council branches, analysis/interpretation, online submission	Annual	Resource Management Operations Field Officer W&WW Finance (Kursty)	6 days .5 day .5 day

Attachment 1

Statutory Compliance Projects and Reporting



Branch	Legislation	Regulator	Action Required	Frequency	Resources Required	Estimated Time (FTE) Required
Sustainable Communities - Resource Management	Waste Reduction and Recycling Act 2011	Department of Environment and Heritage Protection	Annual Report - Manual process, data extraction and sorting, reporting KPIs, drafting and submission	Annual	Resource Management	2 days
Sustainable Communities - Resource Management	Environmental Protection Act 1994	Department of Environment and Heritage Protection	Annual Report (license) - Info provision to consultant, review and submit	Annual	Resource Management	13 days
Sustainable Communities - Resource Management	Environmental Protection Act 1994	Department of Environment and Heritage Protection	Updating required Operational Plans (site)	Biannual or as required	Resource Management	2 weeks
Sustainable Communities - Resource Management	Environmental Protection Act 1994	Department of Environment and Heritage Protection	Record Keeping - data, monitoring and event reporting	Annual	Resource Management	2 days
Sustainable Communities - Resource Management	Waste Reduction and Recycling Act 2011	Department of Environment and Heritage Protection	Waste collection contract renewals	Term subject to council resolution last completed in 2016/2017		
Water & Wastewater	Water Supply (Safety and Reliability) Act 2008	Department of Energy and Water Supply, ABS & BOM & NPI	Annual - Record Keeping - data, monitoring and event reporting ,statistical and operational data annual reporting (SWIM)	Annual	W&WW Finance IT Consultant	12 days 1.5 days 2 days
Water & Wastewater	Environmental Protection Act 1994	Department of Environment and Heritage Protection	Annual Report on waste water - Record Keeping - data, monitoring and event reporting	Annual	Wastewater Consultant	3 days
Water & Wastewater	Environmental Protection Act 1994	Department of Environment and Heritage Protection	Quarterly Operational Compliance Report - Record Keeping - data, monitoring and event reporting (WaTERS)	Quarterly	Water quality Finance IT Consultants	2 weeks
Water & Wastewater	Water Supply (Safety and Reliability) Act 2008 Environmental Protection Act 1994	Department of Energy and Water Supply Department of Environment and Heritage Protection	Inspections and reporting outcomes Audit and on the spot	Annual	Consultant (subject to identified issues)	3 days
Water & Wastewater	Water Supply (Safety and Reliability) Act 2008	Department of Energy and Water Supply	Report on progress of studies, actions, plans and implementation of water resilience	Bi-monthly	W&WW Consultants Finance & IT	4 days
Water & Wastewater	Water Supply (Safety and Reliability) Act 2008	Department of Energy and Water Supply	Regulatory External Audits of the DWQMP and internal as required & plan reviews	Every 4 years	FNQROC or External Auditor	5 days

Attachment 2
Resource Linkage by Department for Mandatory Actions 2017/2018



Type	Department	Branch	Unit	CEO UNIT	Corporate Services - GM										Operations GM										
					Governance - Governance Manager						Finance & IT-Manager		Procurement	Water & Wastewater			Sustainable Communities- manager Sustainable Communities				Infrastructure Services - Manager				
					Property	HR	WH&S	Records	GOV	OBSU & FL5	FIN	IT		WW	RETIC	QUALITY	LOCAL LAWS	ENV HLTH	DA&C	DISAS MGMT	SUS	RES MGMT	CIVIL WORKS	PUBLIC SPACES	BLDG FAC
Full Time Equivalent Employee				5.5	3	1	1	1	1	9.5	6.5	3	1	6	8	4	3.5	4	4	0.25	1	1.5	29	28	1
	[These department numbers encompass every staff member within the department that are involved with both "business as usual" and mandatory actions with the exception of: CEO Library Staff Plumbing inspector 2 x Executive assistants 2 x Project engineers Mechanic Infrastructure support Office]																								
Legislation	Animal Management (Cats & Dogs) Act 2008																								
Legislation	Bio Security Act 2016																								
Legislation	Building Act 1975																								
Legislation	Building Fire and Safety Regulation 2008																								
Legislation	Chemical Usage (Agricultural and Veterinary) Control Act 1988																								
Legislation	Disaster Management Act 2003																								
Legislation	Electrical Safety Act 2002																								
Legislation	Environmental Protection Act 1994																								
Legislation	Food Act 2006																								
Legislation	GST Act 2000																								
Legislation	Heavy Vehicle National Law																								
Legislation	Land Act 2009																								
Legislation	Local Government Act 2009																								
Legislation	Native Title Act 1993																								
Legislation	Planning Act 2016																								
Legislation	Public Records Act 2002																								
Legislation	Plumbing and Drainage Act 2002																								
Legislation	Public Health (Infection Control for Personal Appearance Service) Act 2003																								
Legislation	Public Health Act 2005																								
Legislation	QLD Heritage Act																								
Legislation	Sustainable Planning Act 2009																								
Legislation	Taxation Administration Act 2001																								
Legislation	Transport Infrastructure Act 1994																								
Legislation	Waste Reduction and Recycling Act 2011																								
Legislation	Water Supply (Safety and Reliability) Act 2008																								
Legislation	Workplace Health & Safety Act 2011																								
Adopted Plan	5 Year Pedestrian and Cycleway Strategy																								
Under Development	Arts Strategy																								
Under Development	Bio Security Plan																								
Under Development	Climate Hazard Adaptation Strategy																								
Adopted Strategy & Plan	Coconut Management Plan and Action Plan																								
Adopted Plan	Drinking Water Quality Management Plan																								
Adopted Strategy	Economic Development Strategy																								
Adopted Strategy	Enterprise Risk Management																								
Adopted Plan	Fraud and Corruption Plan																								
Adopted Plan	Illegal Camping Plan																								
Adopted Strategy	Illegal Dumping Strategy																								
Adopted Plans AND Under Development	Land Management Plans																								
Adopted Plan	Local Disaster Management Plan																								
Under Development	Marine Plant Management Strategy																								
Adopted Plan AND Under Development	Planning Scheme																								
Adopted Strategy	Port Douglas Waterfront Precinct Strategy																								
Adopted Strategy	Port Douglas Waterfront Master Plan																								
Under Development	Public Spaces Community Plan																								
Adopted Plan	Reef Guardian Council Action Plan																								
Under Development	RV Strategy																								
Adopted Plan	Strategic Asset and Service Management Plan																								
Under Development	Sustainability Strategy																								
Adopted Plan	Waste Reduction and Recycling Plan																								
Under Development	Water Resilience Strategy																								
Under Development	Water Quality Monitoring Plan																								
Adopted Policy	Community Engagement Policy																								
Adopted Policy	Complaints Policy																								
Adopted Policy	Councils Role in Regional Economic Development General Policy																								
Adopted Policy	Crime Prevention through Environmental Design Policy																								
Adopted Policy	Events General Policy and Strategy																								
Under Development	Environmental Management Policy																								
Adopted Policy	Workplace Health & Safety Policy																								

	Legislation
	Strategy/Plan
	Policy
	Lead Unit

