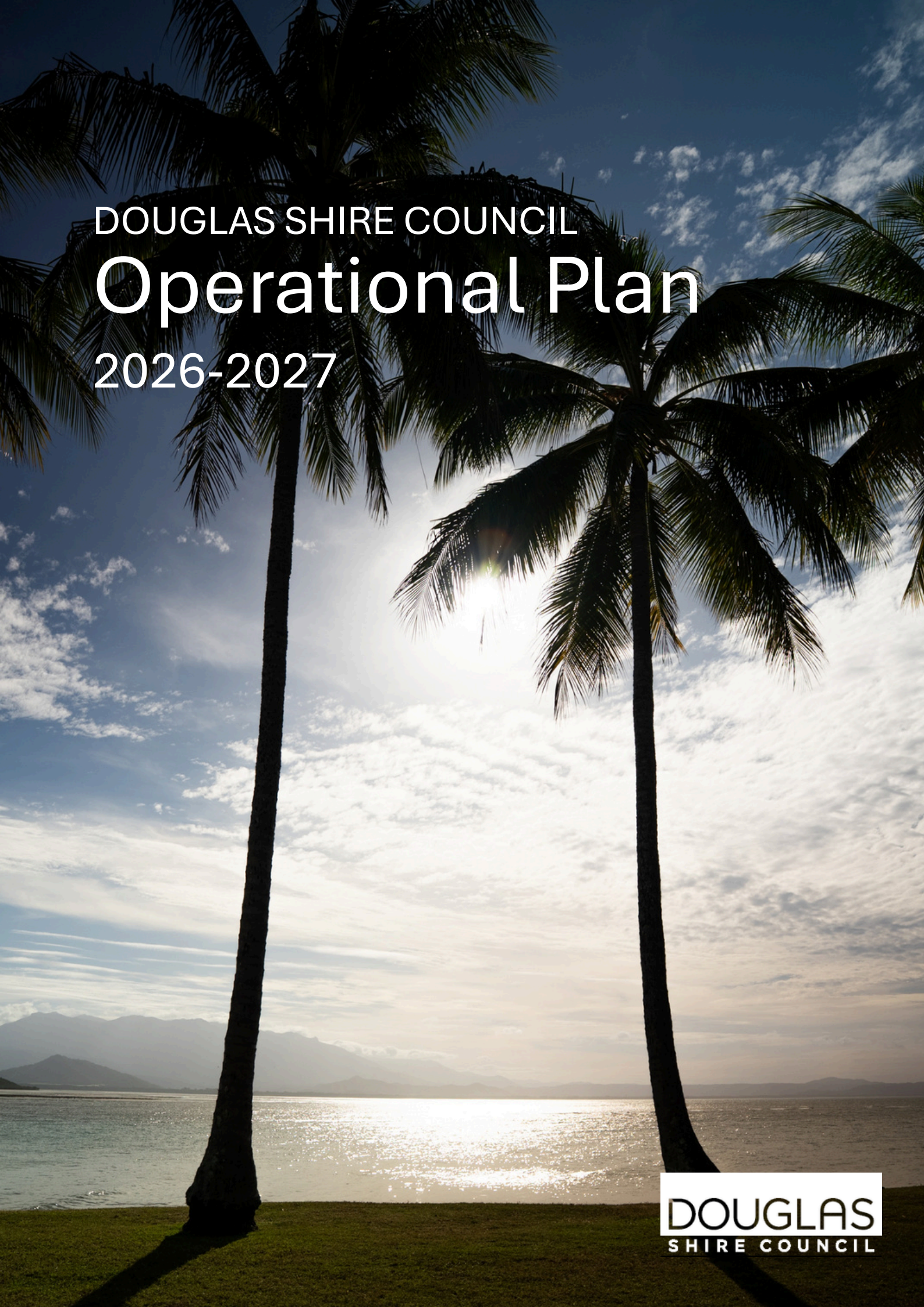


DOUGLAS SHIRE COUNCIL

Operational Plan

2026-2027

DOUGLAS
SHIRE COUNCIL



About the Operational Plan

The Operational Plan 2026-2027 is a key plan for Douglas Shire Council. The Operational Plan translates the commitments set out in the Corporate Plan 2025-2030 into annual actions, projects and services that Council will undertake within the current financial year.

The Operational Plan is a key component of Council's strategic planning framework (see Figure 1) and should be considered in conjunction with other planning documents, including the long-term financial forecast, annual budget, and corporate reporting

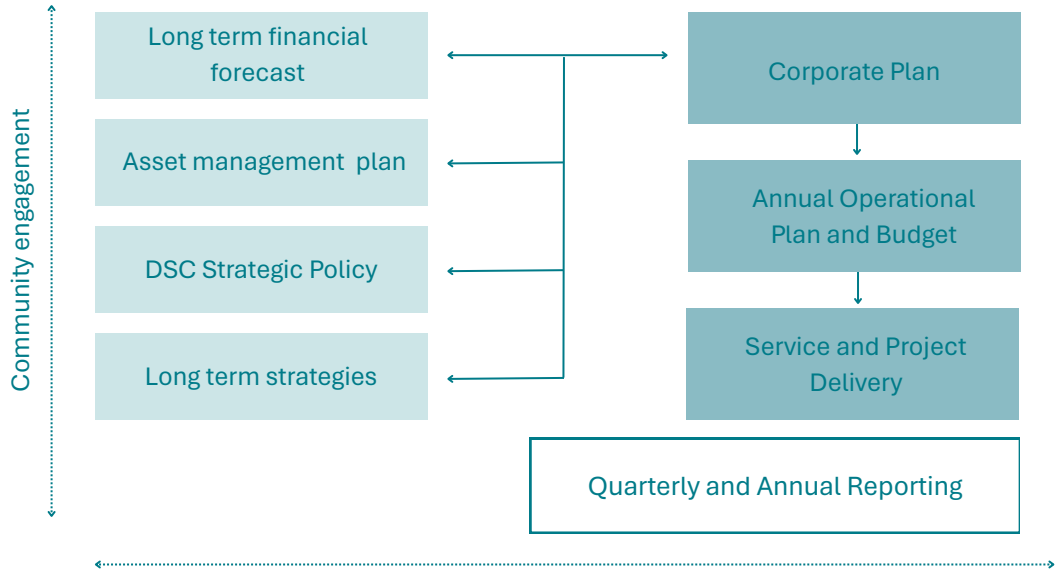


Figure 1

The *Local Government Act 2009* along with the *Local Government Regulation 2012* requires Council to adopt an annual Operational Plan. Council must undertake its responsibilities in a way which is consistent with its annual Operational Plan and may amend the Operational Plan at any time by Council resolution. Council shall monitor progress against the Operational Plan and present updates in Council meetings at least quarterly

The Operational Plan for each financial year delivers against the Key Focus Areas of the Corporate Plan which has a life of five years. As such, not all Key Priorities will be specifically addressed by an individual action or project in each annual Operational Plan. Many Key Priorities are addressed through the ongoing delivery of services and 'business as usual' activities undertaken by Council

Maintaining Current Services

A large portion of Council's annual budget goes to providing the ongoing services that our community values. Acknowledging this, and the need to continually balance sustainability with the demands of service delivery, Council will continue to prioritise service reviews.

Further actions or projects may be included during the financial year as circumstances arise to progress Council's response to the Corporate Plan Key Priorities.

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.

STRATEGIC THEME 1

Liveability

To deliver community activities to promote safe, healthy, inclusive and socially engaged communities with an environmental conscious.



Key Areas of Focus	Deliverable	Success Measure	Department
1.1 Deliver community initiatives that support healthy, inclusive and socially engaged communities.	**1.1.1** Investigate opportunities for youth to come together, share ideas and improve relations within the Shire, to build capacity and increase opportunities for our next generation of community leaders.	Delivery of a youth forum, with a focus on diverse representation including Indigenous youth, to share ideas, identify local issues, and co-design solutions by Q3, 2026/2027.	Community Services
	1.1.2 Investigate options for a Resource Recovery Education Centre to facilitate the implementation of the Waste Resource Recovery Plan 2025-2030.	Options paper developed and presented to Council by Q3, 2026/2027.	Environment and Planning
	1.1.3 Promote Council as an employer of choice in the region.	An increase in the volume of applications for key roles and social media engagement with employer branding content by Q4, 2026/2027.	People, Safety and Culture
1.2 Encourage and grow creative opportunities across the arts.	**1.2.1** Work with and support First Nations artists to provide artistic and cultural works in public places.	At least one artistic or cultural work in a public place completed by Q4, 2026/2027.	Community Services
1.3 Be culturally sensitive, inclusive and improve Council's cultural competency.	**1.3.1** Establish a Reconciliation Action Plan Working Group and Advisory Committee to progress actions in the Reconciliation Action Plan.	Groups established with Terms of Reference in place by Q1, 2026/2027.	Community Services
	1.3.2 Conduct a review of cultural learning needs within our organisation.	Review complete by Q2, 2026/2027.	People, Safety and Culture
1.4 Promote inclusivity, connection and accessibility for individuals/people of all abilities.	**1.4.1** Review the Planning Scheme to ensure it reflects contemporary disability access requirements where applicable for new developments.	Amendment package for planning scheme prepared and presented to State Interest Review by Q3, 2026/2027.	Environment and Planning

1.5 Keep the community informed.	**1.5.1** Develop a strategy to actively engage, consult and work in partnership with the Reconciliation Advisory Committee on Council projects and initiatives.	Strategy complete by Q3, 2026/2027.	Media and Communications
	1.5.2 Deliver community resilience activities to support community to plan, prepare and recover from disasters.	Community resilience activities reported to Council at the end of each quarter.	Disaster Management Unit
	1.5.3 Develop a formal Community Engagement Framework including updated policies and guidelines.	Framework endorsed by Council and added to all projects by Q4, 2026/2027.	Media and Communications
	1.5.4 Improved circulation of Council's weekly newsletter.	Subscription numbers reported to Executive Leadership Team at the end of each quarter.	Media and Communications
1.6 Create and maintain parks and open spaces to preserve, protect and sustain our natural assets.	**1.6.1** Public place bin network condition assessment and refresh.	Report on number of bin sites updated, removed, or improved completed at the end of each quarter.	Environment and Planning
	1.6.2 Delivery of Council's pest eradication program.	Report on pest treatments undertaken provided to Executive Leadership Team at end of Q2 and Q4, 2026/2027.	Maintenance and Operations
1.7 Investigate and promote environmental, green, eco-friendly and nature focused initiatives.	**1.7.1** Establish Carbon Reporting System to capture Council's Scope 1 and 2 emissions in preparation for carbon reporting and to optimise energy usage.	System implemented and accurate reporting developed by Q4, 2026/2027.	Environment and Planning
1.8 Provide safe, efficient and reliable water and wastewater services.	**1.8.1** Progress Council's water education program through community engagement.	Q1: Finalise designs for water education materials. Q2: Deliver a community event. Q3: Promote school education by offering water education resources.	Water and Wastewater
	1.8.2 Streamline and improve backflow management processes while maintaining clear communication with customers.	Adjustment to single annual billing system delivered by Q4, 2026/2027	Water and Wastewater

	1.8.3 Improve trade waste management to support the protection of wastewater assets and to minimise expenditures linked to service interruptions from blockages.	Amend and adopt Trade Waste Management Plan by Q3, 2026/2027.	Water and Wastewater
1.9 In accordance with Queensland Disaster Management doctrine, continuously review and enhance Council's disaster management prevention, preparedness, response and recovery in collaboration with community and agencies.	**1.9.1** Continue to strengthen the Douglas Recovery and Resilience Group, maintaining a focus on a community-led and locally managed model.	Meeting a minimum of two times in 2026/2027 and completing a first-year review by Q2, 2026/2027.	Disaster Management Unit
	1.9.2 Review the Local Disaster Management Plan and associated sub-plans.	Annual review completed Q1 for Local Disaster Management Group pre-season endorsement Q2, 2026/2027.	Disaster Management Unit
	1.9.3 Enhance the Local Disaster Management sub-plans in line with best practice and lessons identified from the 2025/2026 season	Review and updates completed for Evacuation, Resupply, Public Information and Warnings sub-plans by Q4, 2026/2027.	Disaster Management Unit



STRATEGIC THEME 2

Prosperity

Council plans, builds and maintains the infrastructure required to improve our lifestyle and promote economic growth, working actively to support local businesses



Key Areas of Focus	Deliverable	Success Measure	Department
2.1 Deliver a new Daintree Ferry.	**2.1.1** 100% design of new Daintree Ferry including AMSA approvals.	Complete design by end of Q1, 2026/2027	Infrastructure Planning and Delivery
	2.1.2 Commence construction of the new Daintree Ferry.	Delivery of Daintree Ferry in Nov/Dec 2027 remains on track.	Infrastructure Planning and Delivery
	2.1.3 Infrastructure works including site preparation, civil, stormwater and utilities installation (excludes ramps and marine works).	Complete southern and northern landside works by end of Q2, 2026/2027.	Infrastructure Planning and Delivery
2.2 Support local business through local procurement.	**2.2.1** Increase local supplier awareness and participation in Council procurement by delivering community / business information sessions.	Sessions delivered in Q2, Q3 and Q4, 2026/2027 coupled with attendance and feedback analytics reported to Council.	Financial Services
2.3 Advocate for/promote economic growth opportunities and economic transition.	**2.3.1** Develop a 5-year Economic Development Strategy.	Strategy complete and endorsed by Council by Q4, 2026/2027.	Community Services
	2.3.2 Develop amendment package to planning scheme in consultation with community and stakeholders.	Amendment package for planning scheme prepared and presented to State Interest Review by Q3, 2026/2027.	Environment and Planning
	2.3.3 Facilitate Council traineeships, apprenticeships, and work experience opportunities.	Report on number of apprentices and trainees appointed.	People, Safety and Culture
	2.3.4 Marine industry precinct scoping study.	Report delivered by the end of Q3, 2026/2027.	Infrastructure Planning and Delivery
	2.3.5 Commence planning for Mossman Revitalisation Program of works.	Develop a schedule of recommended projects and present to Council in Q3, 2026/2027.	Infrastructure Planning and Delivery

2.4 Assess developments against the planning scheme.	**2.4.1** Undertake assessment of development applications in a timely manner.	Complete 80% of development applications within statutory timeframes. Total number of applications and completions to be reported quarterly.	Environment and Planning
2.5 Pursue opportunities to improve housing outcomes.	**2.5.1** Deliver Scheme Supply Fund amendments to the planning scheme to reduce red tape in delivering housing in the Shire.	Proposed amendments before State Interest Review by Q3, 2026/2027.	Environment and Planning
2.6 Recognise the contribution of established local industries.	**2.6.1** Develop amendment package to planning scheme that reflects community, industry, and market needs.	Amendments package for planning scheme prepared and presented to State Interest Review by Q3, 2026/2027.	Environment and Planning
2.7 Build strong local, State and Federal relations.	**2.7.1** Support Far North Queensland Regional Organisation of Councils through on-going membership.	Maintain membership and engagement.	Executive Office
	2.7.2 Maintain regular contact with Federal and State parliamentarians.	Number of meetings. Reported at each Ordinary Council Meeting.	Executive Office



STRATEGIC THEME 3

Service Delivery

We deliver council services effectively and efficiently to meet community expectations, focusing on the wellbeing of both the community and our employees.



Key Areas of Focus	Deliverable	Success Measure	Department
3.1 Deliver the Corporate Plan, Operational Plan and Budget.	**3.1.1** Present Operational Plan Quarterly Progress Report to Council.	Report presented to Council each quarter.	Governance
	3.1.2 Develop, coordinate, and publish Council's Annual Report on organisational activities in compliance with legislation.	Council approval of annual report and publishing within prescribed timeframe	Governance
	3.1.3 Implement an operational forecasting solution.	Operational forecasting solution developed and presented to Council by Q3, 2026/2027.	Financial Services
3.2 Focus on customer service.	**3.2.1** Implement a customer self-service portal.	Implement a customer self-service portal or equivalent by end of Q4, 2026/2027.	Community Services
3.3 Focus on safety and wellbeing - of the community and employees.	**3.3.1** Undertake accessibility improvement works within Port Douglas to enhance safety, accessibility, and pedestrian usability.	Complete accessibility improvement works by Q2, 2026/2027.	Maintenance and Operations
	3.3.2 Manage work-related injuries including facilitation of workers compensation claims and return to work programs.	100% of workers compensation claims recorded and managed in accordance with Council policies and procedures. Report on number and status of new and existing cases each quarter to the Executive Leadership Team.	People, Safety and Culture
3.4 Ensure capital and maintenance programs for infrastructure/open spaces are prioritised and delivered.	**3.4.1** Delivery of the 2026/2027 Capital Works Program.	95% Completion end of Q4, 2026/2027.	Infrastructure Planning and Delivery
	3.4.2 Develop a revised 10-year Capital Works Plan.	10 Year program endorsed by Council during Q4, 2026/2027.	Infrastructure Planning and Delivery

	3.4.3 Develop a long-term strategy for the management, renewal, and replacement of Council-managed oil palms.	Long-term strategy completed and approved by Q3, 2026/2027.	Maintenance and Operations
	3.4.4 Design and install upgraded palm tree lighting at Rex Smeal Park.	Lighting upgrades completed by Q3, 2026/2027.	Infrastructure Planning and Delivery
	3.4.5 Design and reconstruct the Cape Tribulation Boardwalk.	Completion of the boardwalk by Q3, 2026/2027.	Maintenance and Operations
	3.4.6 Review and recommend preferred locations for a dog off leash park in Port Douglas	Review complete by Q3, 2026/2027.	Maintenance and Operations
3.5 Employ a proactive and preventative approach to asset management.	**3.5.1** Upgrade Council's dog pound to improve safety for both animals and officers.	Upgrades delivered Q4, 2026/2027.	Infrastructure Planning and Delivery
	3.5.2 Undertake condition assessments for all Council Buildings and Facilities.	Project Delivered Q2, 2026/2027.	Infrastructure Planning and Delivery
	3.5.3 Undertake a condition assessment and options analysis of the Mossman Pool	Report complete Q3, 2026/2027.	Maintenance and Operations
3.6 Deliver Council services to meet community expectations	**3.6.1** Commence a program of Service Delivery Standards and Reviews.	Complete four (4) reviews by Q4, 2026/2027.	Corporate and Communities
	3.6.2 Commence a program to identify Customer Experience improvement opportunities	Actioned service improvement initiatives Q3, 2026/2027.	Community Services
3.7 Identify and manage risk.	**3.7.1** Review and improve key financial and non-financial internal controls.	No high-risk internal control deficiencies remain unresolved beyond 12 months.	Governance
	3.7.2 Monitor and implement Internal Audit and QAO management letter recommendations.	100% of QAO recommendations assigned, tracked, and reported quarterly.	Governance
	3.7.3 Delivery of an annual Audit and Risk Committee work program.	Audit and Risk Committee meets minimum required meetings.	Governance
	3.7.4 Deliver an ICT and cyber security risk framework aligned to Council's risk appetite.	Cyber security risks reviewed and reported at least quarterly.	Governance

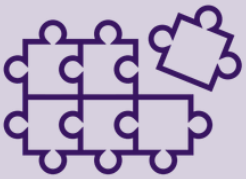
3.8 Deliver safe and reliable drinking water.	**3.8.1** Install a community water filling station to provide safe and easy access to water for both commercial and residential customers without a permanent connection.	Project delivered by Q4, 2026/2027.	Water and Wastewater
	3.8.2 Replacement of Whyanbeel water main damaged in TC Jasper Event.	Project delivered by Q4, 2026/2027.	Infrastructure Recovery
	3.8.3 Installation of additional contingency bore for Daintree Village water supply.	Project delivered by Q4, 2026/2027.	Infrastructure Recovery
	3.8.4 Refurbishment of the Cooya Beach reservoirs.	Project delivered by Q4, 2026/2027.	Infrastructure Planning and Delivery
	3.8.5 Design, manufacture, supply, and installation of a storage reservoir in Mossman	Construction commenced in Q4, 2026/2027.	Infrastructure Recovery
	3.8.6 Construction of a new intake on the Mossman River	Construction commenced in Q4, 2026/2027.	Infrastructure Recovery
3.9 Preserve, protect and improve our unique environment.	**3.9.1** Develop an updated illegal dumping strategy.	Updated illegal dumping strategy to be finalised and adopted by Q4, 2026/2027.	Environment and Planning
	3.9.2 Continue to improve Council's erosion and sediment control practises within Council's operations	Review Council processes, policies, controls, and other internal documents to completed by Q3, 2026/2027.	Environment and Planning
	3.9.3 Undertake drone surveying of Council beaches identified within Council's Resilient Coast Strategic Plan.	Number of beaches surveyed per quarter.	Environment and Planning



STRATEGIC THEME 4

Recovery and Resilience

To partner with the community to build resilience against natural disasters creating a strong sense of social capital.



Key Areas of Focus	Deliverable	Success Measure	Department
4.1 Support our community's journey of recovery and rebuilding after natural disasters	**4.1.1** Coordinate and deliver the 2nd phase of the TC Jasper extraordinary clean-up focusing on Degarra, Bloomfield River, China Camp, Upper Daintree, and the Daintree River.	Completion of the clean-up works by end of Q4, 2026/2027.	Disaster Management Unit
4.2 Deliver infrastructure asset restoration and betterment.	**4.2.1** Completion of 2023 Disaster Recovery Funding Arrangements (DRFA) Activations/Works – TC Jasper.	Approved scope delivered by Q2, 2026/2027.	Infrastructure Recovery
	4.2.2 Completion of 2023 DRFA Betterment Works – TC Jasper	Approved scope delivered by Q4, 2026/2027.	Infrastructure Recovery
	4.2.3 Completion of 2025 DRFA Activation works.	Approved scope delivered by Q4, 2026/2027.	Infrastructure Recovery
	4.2.4 Submit 2026 DRFA Activation works for approval.	Submissions finalised Q2, 2026/2027.	Infrastructure Recovery
	4.2.5 Noah Creek Bridge Project.	Project delivered by end of Q2, 2026/2027.	Infrastructure and Recovery
4.3 Foster collaboration, sustainability, and a strong sense of belonging.	**4.3.1** Develop a program of events that celebrate the 150-year anniversary of the inception of Mossman and Port Douglas.	Program of Douglas 150 events confirmed by Q2, 2026/2027.	Community Services
	4.3.2 Deliver program of events for the 150-year anniversary celebration.	Douglas 150 program launched as part of the Australia Day celebrations Q3, 2026/2027.	Community Services
4.4 Implement the local recovery and resilience action plan.	**4.4.1** Undertake an all-hazards disaster study of the Douglas Shire.	Complete all-hazards disaster study by Q4, 2026/2027.	Disaster Management Unit

	4.4.2 Upgrade early warning infrastructure by completing an audit of current assets and locations, identifying high risk locations that require new assets and/or upgrades to current assets	Audit complete and early warning infrastructure installed and information accessible to community by Q2, 2026/2027.	Disaster Management Unit
	4.4.3 Construct a Resilience Meeting Hub for Degarra.	Construction completed by Q4, 2026/2027.	Infrastructure Planning and Delivery
	4.4.4 Deliver Community Resilience and Wellness Arts program incl. Indigenous interpretation across the Douglas Shire.	Completion and evaluation of 15 community-led Resilience Projects by Q4, 2026/2027.	Disaster Management Unit
	4.4.5 Undertake a climate risk management assessment to identify progress and develop a subset of priority risks for analysis and devolution to business units to manage..	Climate risk management assessment completed producing a status report and presented to Council by Q3, 2026/2027.	Disaster Management Unit
4.5 Undertake effective disaster management (prevention, preparedness, response, recovery).	**4.5.1** Strengthen disaster preparedness and resilience of buildings used as places of refuge and resilience facilities.	Develop and implement uplift plan with identified priority facilities by Q4, 2026/2027.	Disaster Management Unit
	4.5.2 Advocate and seek funding for a purpose built, multi-purpose Disaster Coordination, Community Recovery and Resilience Centre.	Stakeholder engagement complete and detailed plans and confirmed site(s) identified by Q3, 2026/2027.	Disaster Management Unit







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