7.3. OPERATIONAL PLAN PROGRESS REPORT FOR APRIL TO JUNE 2026

REPORT AUTHOR Governance and Information Officer

EXECUTIVE General Manager Corporate and Communities

DEPARTMENT Corporate and Communities

TEAM Governance

DATE 25 August 2026

RECOMMENDATION

That Council notes the final quarterly Operational Plan progress report for 2025/26.

EXECUTIVE SUMMARY

This report and the attachment detail the Operational Plan performance result for the final quarter of the 2025/26 financial year.

To deliver the initiatives detailed in this year's Operational Plan, an internal program was developed which was regularly reviewed by management to ensure work priorities were met.

PREVIOUS COUNCIL CONSIDERATIONS / RESOLUTIONS

In accordance with legislative requirements, Council has previously been presented with progress reports of the 2025/26 Operational Plan for quarter one (Q1), quarter two (Q2), and quarter three (Q3) of this financial year.

REPORT / BACKGROUND

The Operational Plan was adopted in conjunction with the Annual Budget on 1 July 2025.

In accordance with s 174 of the *Local Government Regulation 2012*, a written assessment of the progress of implementing the Operational Plan is to be presented to Council on at least a quarterly basis.

For the year ended 30 June 2026 (Q4), 59% of initiatives were either '*On Track'* or '*Completed'*.

This is in comparison to 79% of initiatives being '*On Track'* or *'Completed'* in Q1, 73% in Q2, and 58% in Q3.

A summary of the performance data for the year ended 30 June 2026 (Q4) is included in the chart below.

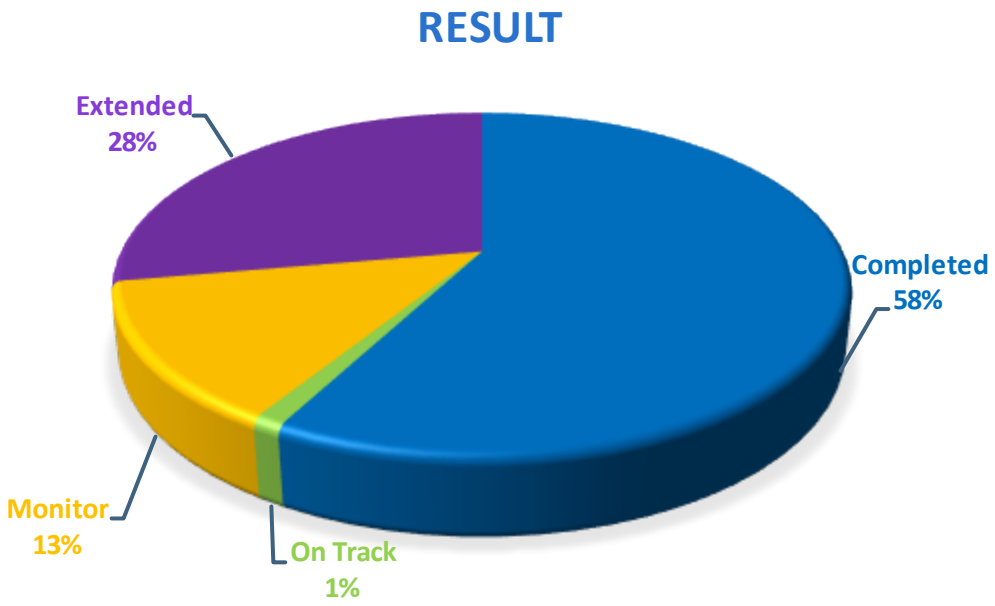


Image – Progress of Initiatives for Quarter 4

FINANCIAL AND RESOURCE IMPLICATIONS

Financial and resource implications associated with delivering the annual Operational Plan were managed through the Annual Budget adopted on 1 July 2025, and throughout the year in Budget Reviews and were presented to Council for consideration and adoption when required.

RISK MANAGEMENT IMPLICATIONS

Progress on the Operational Plan is a regular item for the Executive Leadership and Senior Leadership team meetings to ensure appropriate and relevant resources are deployed to complete the initiatives by the due dates as listed.

ENVIRONMENTAL IMPLICATIONS

Environmental implications associated with Operational Plan delivery are managed at individual initiative level, and where required, commentary is provided in the quarterly updates presented to Council.

SOCIAL IMPLICATIONS

Social implications associated with Operational Plan delivery are managed at individual initiative level, and where required, commentary is provided in the quarterly updates presented to Council.

CORPORATE AND OPERATIONAL PLAN

This report has been prepared in accordance with the following:

Corporate Plan 2025-2030 Initiatives:

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.

3.1 - *Deliver the Corporate Plan, Operational Plan and Budget.*

Operational Plan 2026-2027 Actions:

Legislative requirement.

LEGISLATION AND POLICY

Local Government Act 2009.
Local Government Regulation 2012.

CONSULTATION

Operational Plan progress reports are the culmination of several weeks of consultation with relevant staff and the Senior Leadership team. The updates and associated commentary are an accurate reflection of progress using the performance indicator matrix included in the adopted plan.

Internal consultation:

- Staff.
- Senior Leadership Team.
- Executive Leadership Team.
- Elected Members.

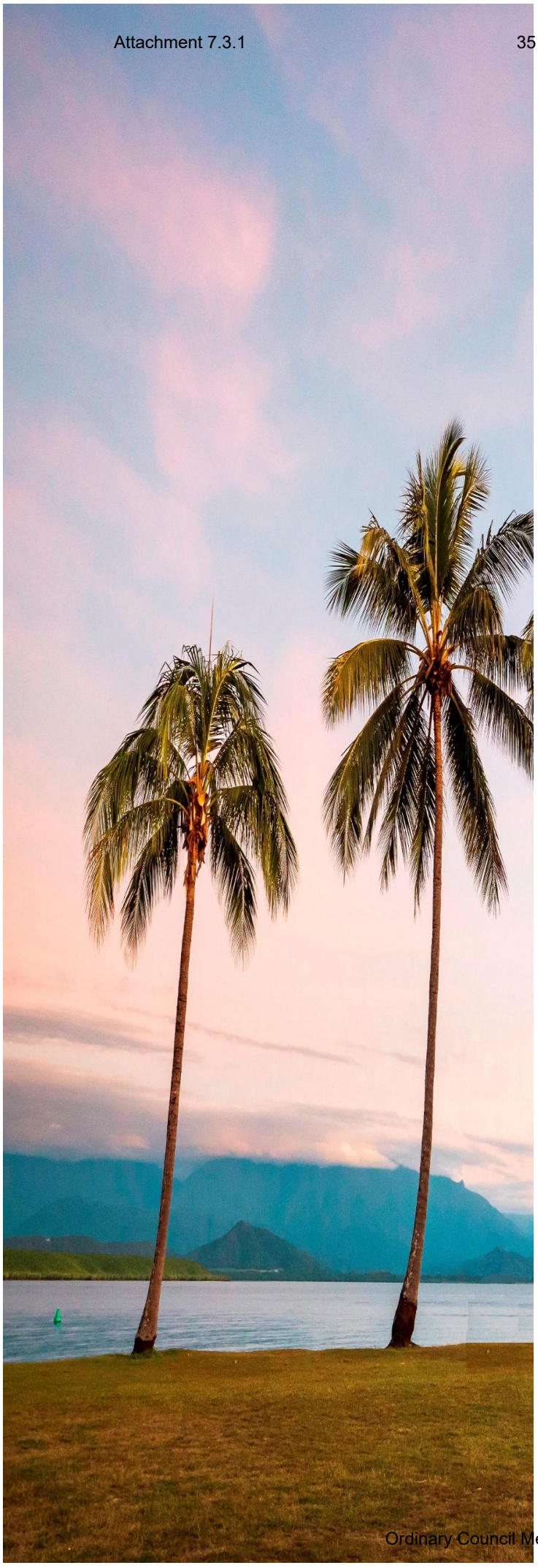
CONCLUSION

In accordance with s 174 of the *Local Government Regulation 2012*, a written assessment of the progress of implementing the Operational Plan is to be presented to Council on at least a quarterly basis.

The attachment to this report provides Council with the final performance result on implementing the Operational Plan for the final quarter of the 2025/26 financial year.

ATTACHMENTS

1. Operational Plan Progress Report for April to June 2026 [**7.3.1** - 37 pages]



DOUGLAS SHIRE COUNCIL

OPERATIONAL PLAN - QUARTERLY PROGRESS REPORT

2025 - 2026

Q4 April – June

LIVEABILITY
PROSPERITY
SERVICE DELIVERY
RECOVERY AND RESILIENCE

DOUGLAS SHIRE COUNCIL

Engaging, Planning, Partnering
Muruku Kirraji - Eastern Kuku Yalanji
Nganyji pina ngunda-lum ... Ma:lnyjirri-yngku - Yirrgany

Operational Responsibilities

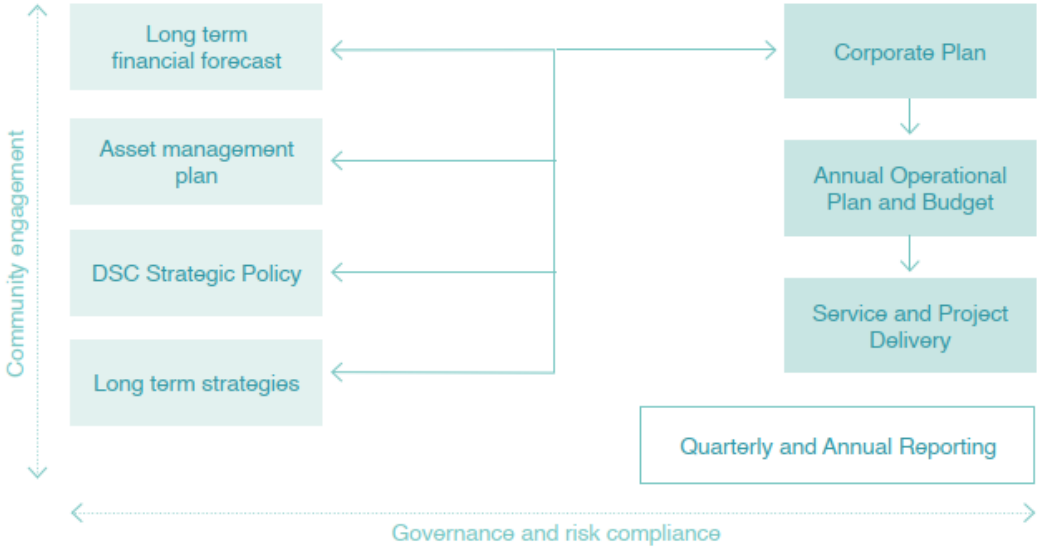
ABOUT OPERATIONAL PLANNING AND REPORTING

The Operational Plan sets out the annual objectives in place at Douglas Shire Council.

The *Local Government Act 2009,* along with the *Local Government Regulation 2012,* requires Council to adopt an annual Operational Plan.

The Operational Plan translates the medium and longer-term commitments set out in the Council's strategy*, The Corporate Plan 2025-2030,* into specific annual actions, projects and services that Council will work to deliver and resource across the current financial year.

The Operational Plan is a key component of Council's strategic planning framework and should be considered in conjunction with other planning documents.



Council monitors progress against the Operational Plan quarterly.

Council must conduct, resource and fund its operations and projects in a way which is consistent with its annual Operational Plan, noting that the organisation may also move to amend the Operational Plan at any time, by Council resolution.

DEMONSTRATING PERFORMANCE

Quarterly reports enable ongoing tracking of actual performance against the initiatives within the Annual Operational Plan and include updates and highlights demonstrating achievements over the quarter.

Current performance is indicated using a four-point colour code.

On Track	Initiative is reaching all planned milestones or sponsor approved mitigation plan is in place.
Monitor	Challenges are impacting delivery.
Completed	Indicated outcome has been 100% delivered and no longer requires updates.
Extended	Executive Leadership Team has approved an extension past originally committed timeline.

MAINTAINING CURRENT SERVICES

A significant portion of Council's annual budget is committed to providing services that the Douglas Shire community values. Acknowledging this recurrent expenditure and Council's commitment to quality must be sustainable and weighed against the demands of further and expected service delivery. Council will continue to prioritise service reviews and business improvement projects within its existing footprint and look for ways to generate savings, efficiencies, improvements and investments of time, money, administrative infrastructure and plant to grow and develop its service base.

To that end: further actions or projects may be added to the Plan, across the financial year, as circumstances arise and in response to Corporate Plan key priorities.

RISK MANAGEMENT

Council practices organisation-wide principled and systematic strategic and operational risk management that identifies and addresses areas of potential risk within the Council so that practice and reporting is consistent with international standards.

Effective risk management is governed by Council's Risk Management Framework that establishes the relationship between Council's most significant risks and its strategy and reported quarterly via the Register and briefings to the Audit and Risk Committee and reviewed monthly by the Leadership Team.

ABOUT OPERATIONAL PLANS

The Operational Plan provides a phased approach to the implementation of the Key Focus Areas of the Corporate Plan 2025-2030 that need to be realised.

Each Operational Plan sets out the agreed, annual prioritised suite of objectives and initiatives that will collectively deliver against the full Corporate Plan. As a result, not all key priorities will be specifically addressed by an individual action or project in each annual Operational Plan.

It should be noted that key priorities are also addressed through the ongoing delivery of services and 'business as usual' activities undertaken by Council and that these are not in scope for this report.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor**

On Track **Completed**

DOUGLAS SHIRE COUNCIL

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 1.1: Deliver community initiatives that support healthy, inclusive and socially engaged communities.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.1.1	Deliver the Port Douglas Splash Park.	Open to the public Q2, 2025/2026.	**Completed**	Infrastructure Planning and Delivery	Port Douglas Splash Park is open. Grand Opening was held on 20 September 2025.
1.1.2	Investigate opportunities for increased participation and programs offered at the Mossman Pool based on customer and community feedback.	Increased attendance numbers and number of programs.	**Completed**	Community Services	A community survey was conducted online from 1-22 May 2026. 262 responses were received. A report has been prepared and is now being used to plan future improvements.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus 1.1: Deliver community initiatives that support healthy, inclusive and socially engaged communities.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.1.3	Conduct a sport, recreation and leisure needs assessment to identify current and future trends across the Shire.	Needs assessment completed by Q3, 2025/2026.	**Completed**	Community Services	A community survey was conducted between 6 April-5 June 2026, which included pop-in sessions at the Port Douglas markets, school engagement, internal stakeholder engagement, direct engagement with community and sporting clubs, and an online survey. 242 responses were received and are being collated and analysed to guide future strategic planning.
1.1.4	Undertake Planning Scheme amendments to improve functionality, streamline development assessment and align the Planning Scheme with the *Planning Act 2016*.	Planning Scheme amendments drafted and adopted by Council. Planning Scheme submitted for State Interest Review by Q4, 2025/2026.	**Extended**	Environment and Planning	This project has gone out to tender with submissions closing on 27 July 2026. It is anticipated that the project will be awarded in August 2026.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus 1.2: Encourage and grow creative opportunities across the arts.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.2.1	Develop an Arts and Culture Program for 2025/2026 and 2026/2027.	Art and Culture Program 2025/2026 and 2026/2027 endorsed by Manager Community Services by Q2, 2025/2026.	**Extended**	Community Services	A consultant has been engaged and community consultation has commenced. It is intended that the program will be presented to Council for endorsement at the Ordinary Council Meeting on 27 October 2026.

Key Areas of Focus 1.3: Be culturally sensitive, inclusive and improve Council's cultural competency.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.3.1	Continue to develop the Douglas Shire Council Reconciliation Action Plan.	Approved by Council Q4, 2025/2026.	**Extended**	Community Services	Feedback was received from Reconciliation Australia in May 2026, which prompted some additional revision of the proposed plan. The plan has again been submitted to Reconciliation Australia for endorsement, with a projected commencement in September 2026.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus 1.3: Be culturally sensitive, inclusive and improve Council's cultural competency.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.3.2	Identify and implement a cultural competency training course for all employees.	Course implemented by Q3, 2025/2026.	**Monitor**	People and Culture	Currently investigating relevant courses with the assistance of local aboriginal organisations and other service providers. Course will be implemented in line with the approved Reconciliation Action Plan (RAP). Awaiting on endorsement of the RAP.

Key Areas of Focus 1.4: Promote inclusivity, connection and accessibility for individuals/people of all abilities.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.4.1	Undertake a review of the Learn to Swim Program at Mossman Pool to assess the viability of expanding access to include additional age groups, including seniors, and people with disabilities.	Review opportunities and consult with the community. Report on recommendations to the Senior Leadership Team by Q2, 2025/2026.	**Completed**	Community Services	Report was tabled and discussed at the Senior Leadership Team monthly meeting on 20 May 2026.
1.4.2	Deliver year 1 of the 3-year Port Douglas Principal Cycle Network in accordance with funding allocated.	Awarding Contract and commencement of Stage 1 out of 3.	**Completed**	Infrastructure Planning & Delivery	Stage 1 out of 3 has commenced construction.
1.4.3	Review the Planning Scheme to ensure it reflects contemporary disability access requirements where applicable for new developments.	Planning Scheme amendments drafted and adopted by Council.	**Extended**	Environment and Planning	This project has gone out to tender with submissions closing on 27 July 2026.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus 1.4: Promote inclusivity, connection and accessibility for individuals/people of all abilities.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
		Planning Scheme submitted for State Interest Review by Q4, 2025/2026.			It is anticipated that the project will be awarded in August 2026.

Key Areas of Focus 1.5: Keep the community informed.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.5.1	Development and delivery of a community resilience education plan for 2025/2026.	Education plan developed and six community resilience activities delivered within the Douglas Shire during 2025/2026.	**Completed**	Disaster Management Unit	Facilitated five community workshops to introduce the Community Resilience, Arts and Well-being Funding Program and generate ideas.
1.5.2	Review current Shire strategies and plans.	Review to be completed by Q3, 2025/2026 and presented to Council for incorporation into 2026/2027 planning.	**Monitor**	Executive Office	Strategies identified for review include ICT, Stakeholder Engagement, Asset Management and Workforce.

Key Areas of Focus 1.6: Create and maintain parks and open spaces to preserve, protect and sustain our natural assets.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.6.1	Enhance the landscaping and aesthetics of the Mossman Caravan Park to improve the customer	Plan and undertake landscaping improvements during 2025/2026	**Completed**	Community Services	Dead trees removed along Mossman River side of park.

	experience while protecting and capitalising on the surrounding natural environment.				Fruit trees and other species planted around the park and at the entrance. New gardens have been installed around the sitting area of the caravan park and next to the camp kitchen.

Key Areas of Focus 1.7: Investigate and promote environmental, green, eco-friendly and nature focused initiatives.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.7.1	Identify tangible solutions for nature-based hazard mitigation projects.	Nature-based hazard mitigation solutions identified, and implementation plan developed by Q3, 2025/2026.	**Extended**	Disaster Management Unit	New flood studies finalised, uploaded to Council system and training completed. Scoping for a new flood study for Port Douglas and Craiglie completed and out to market. Study will include identifying nature-based mitigation and community engagement. Request for Quotation for additional flood modelling in Wonga being prepared.
1.7.2	Continue the illegal dumping program through a combination of education, investigation, and enforcement.	Reduce incidents of illegal dumping and littering while meeting the milestones and reporting targets of the State funded Illegal Dumping Partnership Program.	**Completed**	Environment and Planning	Acquittal reporting completed to 30 June 2026. The new three year Fighting Illegal Dumping Partnership funding application has been approved.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus 1.7: Investigate and promote environmental, green, eco-friendly and nature focused initiatives.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.7.3	Encourage the diversion of organic waste from landfill. Continue to investigate solutions and long-term opportunities for diversion.	Develop an Organic Diversion Options paper by Q3,2025/2026. The aim is to improve environmental outcomes and support Queensland's waste reduction and circular economy targets.	**Completed**	Environment and Planning	Organics Diversion Options Paper has been developed and workshopped with Council.
1.7.4	1) Participate in the Plastic Free Cairns and Douglas Program, managed by Boomerang Alliance, which assists businesses to reduce or eliminate single-use food ware items from their supply chain. 2) Participate in the "Douglas Chooses to Reuse" Program funded by the State Government.	Support offered to Boomerang Alliance for the implementation of the new pilot program "Douglas Chooses to Reuse"	**Completed**	Environment and Planning	Douglas Chooses to Reuse active in the community, with over 5000 single used cups saved through the program. Four street collection pods installed.
1.7.5	Deliver initiatives within the Douglas Shire Reef Guardian 4-Year Action Plan.	Initiatives delivered to be reported each quarter through the Operational Plan 2025/2026 reporting process.	**Completed**	Environment and Planning	All grant funded projects complete. Final reporting and acquittal finalised.
1.7.6	Maintain the Douglas Shire Council Destination's Ecotourism Certification.	Initiatives delivered to be reported each quarter through the Operational Plan 2025/2026 reporting process.	**Completed**	Environment and Planning	Ecotourism certification renewed for 2025/2026 financial years. Preparation in place for next on-line audit due late 2026.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus 1.8: Provide safe, efficient and reliable water and wastewater services.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.8.1	Re-design of water supply systems at the Mossman River Intake to deliver improved resilience for longer term water security for the Douglas Shire community.	Contract award and commence design of the Mossman River Intake Project by Q4, 2025/2026.	**Monitor**	Water and Wastewater	Council has proactively progressed a range of actions to prioritise community water security, including aligning key infrastructure projects to deliver an integrated outcome, with two major projects now in the final stages of tender for a Design and Construct contract, anticipated to be awarded in Q1, 2026/2027.
1.8.2	Undertake a community education program on water sustainability.	Progress Council's water education program through facility based primary school education programs. Increase school site visits from two (2) to three (3) per annum.	**Completed**	Water and Wastewater	There were four excursions this financial year from two different schools/groups. Additionally, new water education resources have been developed, providing a range of educational materials available to support community engagement, education, and water sustainability initiatives. These resources include a variety of children's and adults' promotional materials.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus 1.8: Provide safe, efficient and reliable water and wastewater services.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.8.3	Undertake master planning studies to identify future water and wastewater requirements to support industry, urban and the environmental needs.	Funding application completed for Queensland Reconstruction Authority's Water and Sewerage Infrastructure Program to complete required studies.	**Completed**	Water and Wastewater	Successful funding application for master planning studies submitted under Queensland Reconstruction Authority's Water and Sewerage Infrastructure Program.

Key Areas of Focus 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.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.9.1	Continue to strengthen the Local Disaster Management Group, Incident Management Team and Recovery groups.	Relevant training to be conducted and reported each quarter through the Operational Plan 2025/2026 reporting process. Disaster exercise to be undertaken with the Incident Management Team and Recovery groups by Q2, 2025/2026.	**Completed**	Disaster Management Unit	Council's Disaster Management Officer participated in the Cairns Ironman Exercise. Three Guardian training sessions were delivered to Council's business units to support the functioning of the Incident Management Team. A cyclone shelter familiarisation was conducted in preparation for the cyclone shelter exercise.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus 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.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.9.2	Establish the Douglas Recovery and Resilience Group. Ensure recovery and resilience efforts are designed for, and maintain a focus on, a community-led and locally managed model.	Douglas Recovery and Resilience Group established by Q1, 2025/2026 and meeting a minimum of three (3) times in 2025/2026.	**Completed**	Disaster Management Unit	Douglas Recovery Resilience Group stood up in response to Tropical Lows 12U and 29U and Tropical Cyclone Narelle. These events also included the stand up of Functional Recovery Resilience Groups.
1.9.3	Review and update the Local Disaster Management sub-plans under the Local Disaster Management Plan. Develop a Disaster Recovery sub-plan.	Review and updates completed for: Disaster Recovery sub-plan, Evacuation sub-plan, Resupply sub-plan, Activation subplan, Port Douglas Storm Tide Cyclone Shelter sub-plan, Public Information and Warnings subplan, and Logistics sub-plan by Q2, 2025/2026.	**Extended**	Disaster Management Unit	Local Disaster Management Plan is due to be finalised by early August with the sub-plans to be reviewed and updated thereafter. Participated as a pilot council for the new Queensland Hazard and Risk Assessment Framework (QHRAF) as part of the Plan development. Repeated activations of staff for the 2025/2026 wet season mean the projects will not be finalised until 2026/2027.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus 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.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
1.9.4	Develop a Lessons Management Framework.	Lessons Management Framework implemented and tested against an agreed incident exercise or event by Q4, 2025/2026.	**Completed**	Disaster Management Unit	Lessons Management Framework is finalised. Debrief process and after-action review format has been utilised on Q3 and Q4 activations to test framework.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor**

On Track **Completed**

DOUGLAS SHIRE COUNCIL

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: 2.1: Deliver a new Daintree Ferry.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.1.1	Engage a contractor to own and operate a new Daintree River ferry.	Contractor engaged and commencement of design/construction by Q4, 2025/2026	**Completed**	Infrastructure, Planning and Delivery	Contract signed to design, build, and operate the Daintree River ferry service for 20 years - the new ferry arrives in December 2027. Birdon QLD commenced operation of Council's ferry on 1 July 2026.
2.1.2	Upgrade landside infrastructure to meet the requirements of the new ferry and reduce waiting times.	Complete detailed design and commence construction by the end of Financial Year 2025/2026	**Completed**	Infrastructure, Planning and Delivery	Design and Construct contract signed with Durack Civil. The 100% civil design has been reviewed and approved.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor**

On Track **Completed**

DOUGLAS SHIRE COUNCIL

					Works are on track and scheduled to be completed (stage 1) by the end of October 2026. Durack will remobilize in September 2027 to commence marine civil works.

Key Areas of Focus: 2.2: Support local business through local procurement.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.2.1	Encourage local business and industry	Deliver four (4) procurement seminars to the Douglas Shire community during 2025/2026.	**Monitor**	Financial Services	Challenges securing suitable procurement resourcing has compromised progress on this initiative. The role of Team Leader Procurement is currently being recruited. Council maintains three Registers of Pre-qualified Suppliers (Trade Services, Wet & Dry Hire, Traffic Management Services) which encourage local businesses and industry.
2.2.2	Local preference selection criteria to be used in the procurement evaluation processes.	Successful number of local businesses and industry procurement to be reported each quarter through the Operational Plan 2025/26 reporting process.	**Completed**	Finance and Corporate Services	By the end of Q4, Council had completed 4,312 procurements valued at $130,339,932.

					Of these, 2,027 procurements, valued at $16,465,145, were awarded to local suppliers. Local suppliers therefore accounted for 47% of procurements by number and 12.63% by value.
2.2.3	Annual review of the Douglas Shire Council Procurement Policy.	Policy to be reviewed and adopted by Council, Q3, 2025/2026.	**Completed**	Finance and Corporate Services	Policy adopted 31 March 2026.

Key Areas of Focus: 2.3: Advocate for/promote economic growth opportunities and economic transition.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.3.1	Commence a review of regional and state economic development strategies to identify gaps in preparation for the development of a new local strategy.	Review complete by Q3, 2025/2026	**Completed**	Community Services	Review has been completed. Information gathered is currently being worked into a report for consideration by the Executive Leadership Team.
2.3.2	Undertake a review of the Community Grants Guidelines with a view to introducing industry and economic development opportunities and an event sponsorship program.	Guidelines updated and endorsed by Council, Q2, 2025/2026.	**Extended**	Community Services	Feedback from the Executive Leadership Team has resulted in some amendments. An updated policy will be presented for Council endorsement by the end of Q2, 2026/2027.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus: 2.4: Assess developments against the planning scheme.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.4.1	Undertake assessment of development applications in a timely manner.	Complete 80% of development applications within the statutory timeframes. Total number of development applications and the total number of development applications meeting the 80% target to be reported each quarter through the Operational Plan 2025/2026 reporting process.	**Completed**	Environment and Planning	During the Q4 reporting period, 63 applications were determined.

Key Areas of Focus: 2.5: Pursue opportunities to improve housing outcomes.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.5.1	Establish a working group and progress the Douglas Shire Council Local Housing Action Plan.	Working group established and reporting cadence established in accordance with the plan by Q1, 2025/2026.	**Completed**	Community Services	Working group established. Terms of Reference and reporting schedule developed. Actions reviewed and updated.
2.5.2	Undertake an internal review of the Local Government Infrastructure Plan.	Scope of work and budget included for consideration in 2026/2027 budget process.	**Completed**	Infrastructure, Planning and Delivery	Funding considered for 2026/2027. Decision to delay made to align with Planning Scheme Amendment timelines.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus: 2.6: Recognise the contribution of established local industries.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.6.1	Create quarterly podcasts and media content that supports Douglas Shire industry.	Content created and published for four (4) industry streams each quarter and reported through the Operational Plan 2025/2026 reporting process.	**Completed**	Executive Office	Regular (2-3 per month) podcasts released.

Key Areas of Focus: 2.7: Build strong local, State and Federal relations.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.7.1	Partner with Federal, State and local agencies to showcase the region	Maintain relationships and engagement.	**Completed**	Executive Office and all Departments	Recently executed 3-year agreement to support Tourism Port Douglas and Daintree. Continued strong engagement with Tourism and Events Queensland for both Council run destination events and regionally significant events.
2.7.2	Support Far North Queensland Regional Organisation of Councils through on-going membership.	Maintain membership and engagement	**Completed**	Executive Office	Membership maintained and Mayor and CEO regularly attend meetings.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus: 2.7: Build strong local, State and Federal relations.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
2.7.3	Maintain regular contact with Federal and State parliamentarians.	Number of meetings. Reported at each Ordinary Council Meeting through the Mayor's and Chief Executive Officer's diaries.	**Completed**	Executive Office and all Departments	Mayor and/or Councillors plus CEO maintaining contact and advocacy opportunities with State and Federal Members as opportunities arise.
2.7.4	Continued membership of the Local Government Association of Queensland (LGAQ).	Maintain membership and engagement.	**Completed**	Executive Office	Membership maintained. Councillors and CEO remain active within the LGAQ including attendance at annual conference in October 2025.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor**

On Track **Completed**

DOUGLAS SHIRE COUNCIL

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: 3.1: Deliver the Corporate Plan, Operational Plan and Budget.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.1.1	Corporate Plan reviewed annually.	Report to Council.	**Completed**	Governance	No material changes noted, or emerging issues identified that would require the 5-year Corporate Plan to be presented to Council for amendment.
3.1.2	Develop, coordinate, and publish Council's Annual Report on organisational activities and compliance with legislation.	Council approval of annual report and publishing within prescribed timeframe.	**Completed**	Governance	2024/2025 Annual Report completed, adopted by Council and published to DSC website.
3.1.3	Present Operational Plan Quarterly Progress Report to Council (and publish on Council's website).	Report to Council.	**Completed**	Governance	2025/2026 Q1-Q4 Operational Plan Quarterly Progress Reports completed.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus: 3.2: Focus on customer service.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.2.1	Implementation of multiple finance related system changes as part of the System and Process Improvement Program.	Implementation of systems for Contract Management, Purchasing, Accounts Payable, generation of Contract Register.	**Monitor**	Financial Services	Council is currently assessing the upgrade of its Enterprise Resource Planning (ERP) system from Civica Authority to the cloud-based Civica Altitude platform. The implementation of finance-related modules will be considered as part of this broader system migration and process improvement program.
3.2.2	Build the People Safety and Culture brand through actively promoting its function within the organisation.	People Safety and Culture brand is well recognised and understood across the organisation. Success measured through a staff pulse survey in Q3, 2025/2026. Findings reported to the Senior Leadership Team and Executive Leadership Team in Q4, 2025/2026.	**Monitor**	People, Safety and Culture	Business partners and Team Leaders are working closely with Managers and teams to coach them on the Public, Safety & Culture (PSC) function. Promoting the PSC brand during the quarterly corporate induction. Pulse survey in planning stage.
3.2.3	Continue implementation of Human Resources Information System (HRIS)	Roll out and implementation of the onboarding and learning management system including training for staff by Q3, 2025/2026.	**Completed**	People, Safety and Culture	Learning Management System module is live and being updated with existing training data. Training currently in progress.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus: 3.2: Focus on customer service.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
					Onboarding module testing now complete. Both modules now in use across the organisation.
3.2.4	Assess the needs of each business unit and align support to meet their needs.	Implementation of Business Partner model. Business Partner support aligned to the needs of business units by Q1, 2025/2026.	**Completed**	People, Safety and Culture	Business partners are now imbedded in each department and working closely with all leaders and staff.
3.2.5	Identify the skills and competencies required to deliver appropriate People Safety and Culture support. Fill all vacancies.	Fully resourced People Safety and Culture unit with required skills and capabilities. Training gaps and vacancy rate reported each quarter through the Operational Plan 2025/2026 reporting process.	**Monitor**	People, Safety and Culture	People, Safety and Culture has one current vacancy.
3.2.6	Review the Douglas Shire Council website and explore opportunities for enhancements and improved functionality.	Review undertaken and presented to the Executive Leadership Team by Q3, 2025/2026.	**Extended**	Executive Office	The project has been extended into 2026/2027 to coincide with the development of InfoXpert's public portal for the storage of public documents.
3.2.7	Undertake a review and update the Douglas Shire Council Corporate Style Guide.	Douglas Shire Council Corporate Style Guide approved by Council by Q2, 2025/2026.	**Monitor**	Executive Office	Review of branding being undertaken in alignment with Corporate Style Guide.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus: 3.2: Focus on customer service.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.2.8	Review Council website to ensure all governance documents are included.	Review undertaken quarterly and recorded.	**Extended**	Governance	Initiative in progress to align with new Website review. Review extended into 2026/2027.

Key Areas of Focus: 3.3: Focus on safety and wellbeing - of the community and employees.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.3.1	Continue to implement the Douglas Shire Council Work Health and Safety Plan 2025/2028.	New Safety Plan implemented. Key performance indicators measured monthly; and reported to the Senior Leadership Team and Executive Leadership Team.	**Completed**	People, Safety and Culture	Safety plan complete. Key performance indicators measured each month through Mango. Reported in quarterly WHS management meeting.
3.3.2	Develop a Workplace Wellbeing Strategy.	Wellbeing Strategy 2026-2028 developed by Q3, 2025/2026 and approved by the Executive Leadership Team.	**Monitor**	People, Safety and Culture	Currently in draft. Draft will be presented to Executive Leadership Team.
3.3.3	Talent development - provide development programs to assist staff achieve their goals and improve the knowledge base of the Douglas Shire Council.	Training and development opportunities for staff. Leadership training for staff. Training report detailing training programs, numbers of participants and outcomes to be presented to the Senior Leadership	**Completed**	People Safety and Culture	Expression of Interest out for Ignite Leadership program. Information will be presented to Executive Leadership Team each quarter.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus: 3.3: Focus on safety and wellbeing - of the community and employees.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
		Team and Executive Leadership Team each quarter.			
3.3.4	Implement inspection program for regulated dogs declared under the *Animal Management Act 2008*.	Completion of the inspection program with full compliance achieved.	**Completed**	Environment and Planning	Inspection program for Declared Dogs completed early May 2026.
3.3.5	Promote responsible dog ownership.	Social media campaign completed Q1 and Q3, 2025/2026.	**Completed**	Environment and Planning	Media releases and educational information including social media posts have been published in Q3. Social media posts to continue an ongoing basis.
3.3.6	Complete the review of the Douglas Shire Council Local Laws.	Review completed and adoption with Gazettal and notification to the Department of Local Government, Water and Volunteers by Q3, 2025/2026.	**Extended**	Environment and Planning	Internal consultation complete. Draft review to be sent to Lawyers for review and return early Sept 2026.
3.3.7	Undertake a gap analysis on Work Health and Safety practices within the Maintenance and Operations Team.	Report prepared with mitigations identified for risk areas and priorities identified. Complete by Q2, 2025/2026.	**Extended**	Maintenance and Operations	WHS Audit undertaken in Q1, 2025/2026 with a number of actions and improvements identified. Further gaps to be reviewed and actions prioritised Q1, 2026/2027.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus: 3.3: Focus on safety and wellbeing - of the community and employees.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.3.8	Commence implementation of endorsed recommendation's detailed in the Douglas Shire Council Occupational Violence Working Group Report.	Progress report provided to the Senior Leadership Team and Executive Leadership Team each quarter.	**On Track**	All Departments	Report completed. Consultants engaged to prioritise implementation of recommendations and timeframes.

Key Areas of Focus 3.4: Ensure capital and maintenance programs for infrastructure/open spaces are prioritised and delivered.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.4.1	Deliver asset renewal programs through focus on asset renewal works.	Asset renewal program is 100 per cent expended by end of Q4, 2025/2026.	**Monitor**	Infrastructure, Planning and Delivery	Expenditure on renewal program did not achieve 100%.

Key Areas of Focus 3.5: Employ a proactive and preventative approach to asset management.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.5.1	Implement the Assetic Asset Management System.	Develop a three (3) year plan for the establishment, data verification, database maintenance and updating and enhanced utilisation of Council's asset management system.	**Completed**	Infrastructure, Planning and Delivery	3-year plan developed.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus 3.5: Employ a proactive and preventative approach to asset management.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.5.2	Review Douglas Shire Council Asset Management Plans.	The development of a three (3) year plan to improve asset management practices by the end of Q3, 2025/2026.	**Completed**	Infrastructure, Planning and Delivery	3-year plan developed.
3.5.3	Conduct a complete condition assessment on Douglas Shire Council's community buildings.	Condition assessment complete and incorporated into Council's asset management system by Q4, 2025/2026.	**Extended**	Infrastructure, Planning and Delivery	In progress. Consultant has commenced program, due for completion end Q2, 2026/2027.
3.5.4	Conduct a complete condition assessment on Douglas Shire Council's buildings.	Asset Management Plan to address defects on council buildings through the Capital Works and operational works programs.	**Extended**	Infrastructure, Planning and Delivery	In progress. Consultant has commenced program, due for completion end Q2, 2026/2027.

Key Areas of Focus 3.6: Deliver Council services to meet community expectations.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.6.1	Procure and stock portable disaster resilience caches with supplies to support communities during a disaster event.	Disaster resilience caches stocked and ready for deployment by Q1, 2025/2026.	**Extended**	Disaster Management Unit	Three locations have been identified for the resilience caches: Cow Bay Community Resilience Hub (old Cow Bay Health Clinic), Wonga SES shed, and a newly procured DMU storage container in Mossman.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus 3.6: Deliver Council services to meet community expectations.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
					Red Cross will be dispatching the first shipment of resilience cache items in August 2026, to stock the cache at the Mossman depot.
3.6.2	Explore retro-fitting a Community Resilience Hub, north of the Daintree River.	Complete community and stakeholder consultation on the requirements and potential location of the Community Resilience Hub by Q3, 2025/26.	**Completed**	Disaster Management Unit	Stakeholders engaged confirming requirements and location – both internal Council departments and external agencies, i.e. Cow Bay Health Clinic and Emergency Services. Scope of works finalised and tender prepared. Communications developed to share with communities north of the Daintree River.
3.6.3	Promote the Douglas Shire Council as a workplace of choice.	Employee value proposition created by Q2, 2025/2026.	**Extended**	People, Safety and Culture	Extended to next financial year due to budget.
3.6.4	Provide restoration of essential public assets during natural disaster events.	Complete all restoration of essential public assets by Q4, 2025/2026.	**Extended**	Infrastructure Recovery	Several projects are experiencing delays and have resulted in Extensions of Time requests.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus 3.6: Deliver Council services to meet community expectations.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.6.5	Deliver library services north of the Daintree River	Delivery of program identified and commenced by Q1, 2025/2026.	**Completed**	Community Services	Services commenced on 5 June 2025 at Diwan with a special story time for the Jungle Kids Playgroup. Activities are now occurring monthly.

Key Areas of Focus 3.7: Identify and manage risk.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.7.1	Undertake a review of corporate enterprise risks.	Risk register reviewed and updated by Q2, 2025/2026 and submitted to the Audit and Risk Committee.	**Completed**	Governance	Enterprise Risk Register, Risk Appetite Statement, and Risk Management Framework adopted by Council.

Key Areas of Focus: 3.8: Deliver safe and reliable drinking water.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.8.1	Install community water filling stations to provide safe and easy access to water for both commercial and residential customers without a permanent connection.	Prepare a shovel ready design for water filling stations across the Port Douglas and Mossman areas by Q3, 2025/2026.	**Completed**	Water and Wastewater	Design for water filling stations completed.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

Key Areas of Focus: 3.9: Preserve, protect and improve our unique environment.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.9.1	Deliver the Reef Guardian Council funded erosion and sediment control program to staff and industry.	Achieve an improvement in compliance with the implementation of erosion and sediment control measures from the pre-program inspection audit compared to the post-program inspection audit. Report measurable improvements reported each quarter through the Operational Plan 2025/2026 reporting process.	**Completed**	Environment and Planning	Further training of staff in Reviewing Erosion and Sediment Control Plans was delivered by SEEC in February. Final audits of Council projects and building sites also took place in February as well as a workshop on Water Sensitive Urban Design, attended by representatives across planning, infrastructure and maintenance.
3.9.2	Develop and implement a waste education and behavioural change plan targeting waste reduction, recycling and organic diversion from landfill.	Complete all actions and success measures by Q4, 2025/2026.	**Completed**	Environment and Planning	Council was successful in receiving Recycle Mate funding for the next 3 years. Commenced Organic Waste Education Campaign. School Waste Education Program developed, and kits completed.
3.9.3	Long term strategy developed for end of useful life of the oil palms at the entrance to Port Douglas.	Strategy developed and adopted by Council by the end of Q4, 2025/2026.	**Extended**	Maintenance and Operations	Draft strategy and options analysis were workshopped with Council Q4, 2025/2026. Public consultation options have been presented to ELT. Phase 1 public survey to commence Q1, 2026/2027.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus: 3.9: Preserve, protect and improve our unique environment.					
#	**Deliverable**	**Success Measure**	**Status**	**Department**	**Update**
3.9.4	Update Douglas Shire Council's Biosecurity Plan.	Review and update of the Biosecurity Plan completed by Q4, 2025/2026.	**Extended**	Maintenance and Operations	Review and update complete. Stakeholder working group meeting scheduled Q1, 2026/2027. To be workshopped with Council Q2, 2026/2027.
3.9.5	Develop a Port Douglas Streetscape Management Plan.	Improve our tourist experience in Port Douglas. Streetscape Management Plan to be developed by Q3 2025/2026.	**Monitor**	Infrastructure, Planning and Delivery	Will form part of a review of existing strategies and gap analysis.
3.9.6	Review the Douglas Shire Council Foreshore Management Plan.	Update the Foreshore Management Plan providing recommendations by Q4, 2025/2026.	**Monitor**	Maintenance and Operations	Additional consultation with Environment and Planning required to determine dependency with initiative 4.1.3.
3.9.7	Develop and publish a Waste Reduction and Recycling Plan 2025-2030.	Plan published Q2, 2025/2026.	**Completed**	Environment and Planning	Plan adopted by Council in Q1.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor**

On Track **Completed**

DOUGLAS SHIRE COUNCIL

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: 4.1: Support our community's journey of recovery and rebuilding after natural disasters.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
4.1.1	Investigate establishing a community resilience hub for Degarra residents.	Complete community consultation and requirements for a resilience hub, including identification of a potential site and concept plan by Q4, 2025/2026.	**Extended**	Disaster Management Unit	Site Options Assessment Report completed. Stakeholder engagement internal and external commenced on preferred location. Concept design agreed internally. Ongoing community engagement. Presentation to Council in Q1, 2026/27

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor**

On Track **Completed**

DOUGLAS SHIRE COUNCIL

4.1.2	Maintain effective communication relating to Disaster Recovery Funding Arrangement projects.	Community Reference group effectiveness review to be undertaken in Q1, 2025/2026 with recommendations for adjustments to be presented to the Chief Engineer by the end of Q2,2025/2026.	**Completed**	Infrastructure and Recovery	Completed.
4.1.3	Establish long term coastal erosion mitigation measures for Port Douglas and Newell Beach.	Progress the development of the Shoreline Erosion Management Plan. Report progress each quarter through the Operational Plan 2025/2026 reporting process.	**Completed**	Environment and Planning	Technical assessments of coastal processes complete and draft report received. Scheduled for Councillor workshop in August 2026.

Key Areas of Focus: 4.2 Deliver infrastructure asset restoration and betterment.

#	Deliverable	Success Measure	Status	Responsible	Update
4.2.1	Marrs Creek flood levee bank.	Marrs Creek flood levee bank completed by Q4, 2025/2026.	**Extended**	Disaster Management Unit	At 80% final design with 100% design to be finalised in August 2027. Actual construction of the levee will require external funding.
4.2.2	Audit early warning flood infrastructure and identify high risk locations.	Early warning flood infrastructure and high-risk locations identified, and planning commenced for upgrades and new infrastructure by Q3, 2025/2026.	**Extended**	Disaster Management Unit	A list of possible flood warning infrastructure sites submitted to Queensland Reconstruction Authority (QRA).

					10 Lixia laser monitoring hardware purchased, and installation programmed for August/September 2027. Two systems installed. Overall project will extend into 2026/2027 with gradual replacement and installation of flood warning infrastructure and finalisation of type and location of additional infrastructure, particularly in the Daintree/Bloomfield River catchments.

Key Areas of Focus: 4.3 Foster collaboration, sustainability, and a strong sense of belonging.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
4.3.1	Improve Community Resilience.	Resilience Strategy developed and Community Resilience Score Cards updated by Q3, 2025/26	**Extended**	Disaster Management Unit	Douglas Recovery Resilience Sub Plan developed, endorsed and activated. Community Resilience Score Cards remain under review as delayed due to activation disruptions. Engagement with neighbouring councils has continued.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended | Monitor | On Track | Completed

DOUGLAS SHIRE COUNCIL

Key Areas of Focus: 4.4 Implement the local recovery and resilience action plan.					
#	**Deliverable**	**Success Measure**	**Status**	**Responsible**	**Update**
4.4.1	Undertake an all-hazard disaster study of the Douglas Shire.	Complete all-hazard disaster study by Q4, 2025/2026.	**Extended**	Disaster Management Unit	New flood hazard studies for Port Douglas/Craiglie to go to market in Q1, 2026/2027. Catchments of the Daintree River, Bloomfield River and Woobadda Creek included in the Far North Queensland Flood Risk Management Program (FNQ FRMP). Council's Disaster Management Unit participated as a pilot Council in the new Queensland Hazard and Risk Assessment Framework (QHRAF) for conducting hazard assessments. Completed discussions with Department of Environment (DETSI) on a new coastal hazard study in the populated coastal areas of Shire. Cape tribulation to be included through current funding provided to Council.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor**

On Track **Completed**

DOUGLAS SHIRE COUNCIL

4.4.2	Scope and prepare works under the North Queensland Resilience program funding for year one.	Incorporate progress within the quarterly Disaster Management Unit Reporting to Council.	**Completed**	Disaster Management Unit	Program Managers assigned to all projects and projects are progressing.
4.4.3	Develop a Bloomfield River catchment flood risk management plan in collaboration with the Queensland Reconstruction Authority, Cook Shire and Wujal Wujal Councils.	Participate through the Queensland Reconstruction Authority and attend scheduled meetings. Report progress each quarter through the Operational Plan 2025/2026 reporting process and quarterly Disaster Management Unit reporting to Council.	**Extended**	Disaster Management Unit	Meetings held with Queensland Reconstruction Authority (QRA), including field trip and flood warning infrastructure discussions and project team composition. Final Project plan provided in January 2026. Further discussions on delivery of the project are underway.

Key Areas of Focus: 4.5 Undertake effective disaster management (prevention, preparedness, response, recovery).

#	Deliverable	Success Measure	Status	Responsible	Update
4.5.1	Undertake a disaster preparedness audit of all Council buildings used for disaster management purposes.	Complete a risk and suitability audit of Council controlled buildings used for disaster management activities including places of refuge, evacuation facilities and disaster operations. Provide a risk and suitability report with recommendations to Council by Q2, 2025/2026.	**Completed**	Disaster Management Unit	Report findings presented to Councillor Workshop.

Operational Plan - Quarterly Report

Q4 April – June

2025 - 2026

Extended **Monitor** **On Track** **Completed**

DOUGLAS SHIRE COUNCIL

4.5.2	Investigate new re-supply access to communities north of the Daintree River.	Completion of recommendations for re-supply points through environmental mapping and key access routes.	**Extended**	Disaster Management Unit	Site visits completed in April 2026. Bathymetric survey Request for Quotation (RFQ) completed and ready for market response in early August 2027. Following bathymetric survey an RFQ for a high-level report on landing options and structural requirements based on coastal conditions will be issued in August 2027. Program will continue in 2026/27.