

7.5. OPERATIONAL PLAN PROGRESS REPORT FOR APRIL TO JUNE 2025

REPORT AUTHOR Chief Executive Officer

DEPARTMENT The Office of the Chief Executive Officer

RECOMMENDATION

That Council notes the progress of the implementation of the Operational Plan 2024-2025.

EXECUTIVE SUMMARY

This report and the attachment details the progress for the fourth quarter of this financial year in implementing Council's Operational Plan 2024-2025. To deliver the initiatives detailed in this year's Operational Plan, a comprehensive internal program has been developed which is regularly reviewed by the Senior Management Team to ensure work priorities are being met.

BACKGROUND

The Operational Plan 2024-2025 was adopted on 25 June 2024 in conjunction with the Annual Budget 2024-2025 on 25 June 2024. Under 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.

PROPOSAL

The attachment to this report provides Council with the progress on implementing the Operational Plan 2024-2025 for the fourth quarter of this financial year.

FINANCIAL/RESOURCE IMPLICATIONS

The activities detailed within the Operational Plan 2024-2025 are factored into Council's annual budget.

RISK MANAGEMENT IMPLICATIONS

Progress on the Operational Plan 2024-2025 is a regular item for the Senior Management Team meetings to ensure appropriate and relevant resources are deployed to complete the initiatives by the due dates as listed.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

This report has been prepared in accordance with the following:

Corporate Plan 2019-2024 Initiatives:

Theme 5 - Robust Governance and Efficient Service Delivery

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

Goal 3 - *We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.*

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance. The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

In fulfilling this, Council plays many important roles within the Community as Service Provider, Regulator, Funder, Advocate, Facilitator, Information Provider, Agent, Builder/Owner and Custodian.

Council will balance all of the roles while delivering on the vision of Council in an efficient and effective manner.

CONSULTATION

All managers have been consulted and provide the progress on the major initiatives being undertaken by their Section.

ATTACHMENTS

1. Operational Plan Progress Report for April to June 2025 (1) [7.5.1 - 28 pages]

DOUGLAS SHIRE COUNCIL

OPERATIONAL PLAN PROGRESS REPORT

.....
2024 - 2025
.....

April – June 2025

CELEBRATING OUR COMMUNITIES
FOSTERING ECONOMIC GROWTH

DOUGLAS **SHIRE**
COUNCIL

Engaging, Planning, Partnering
Muruku Kirraji – Eastern Kuku Yalanji
Nganyji pina ngunda-lum ... Ma:Inyjiirri-yngku – Yirrganydji

Ongoing and Recurring Operational Responsibilities

In addition to the specific initiatives identified for the 2024/2025 financial year, the ongoing work of each department/branch of Council forms part of Council's 'business as usual' operations.

A summary of the ongoing responsibilities is listed below:

MANAGEMENT TEAM

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

COMMUNITY SERVICES

- Promoting and enhancing Council's corporate image through the implementation of high-quality communications, marketing and media liaison.
- Actively collaborating with the business community and organisations to support and develop economic development opportunities in the Shire and regionally.
- Actively participating in the development of opportunities for all sectors of the community including but not limited to the arts, culture and sports.
- Developing and implementing community resilience programs throughout the Shire.
- Actively collaborating with community groups, organisations and various levels of government to develop and implement programs and activities that encourage capacity building and inclusiveness.
- Developing, implementing and promoting Council's grants program.
- Providing grant information and support for community groups and grant applicants for Council projects.
- Ongoing coordinating of Council events, supporting Council funded events and provision of advice for other event organisers.
- Coordinating, planning and delivering library services to residents and visitors of the Shire.
- Complying with Queensland Public Libraries standards and guidelines.
- Providing a welcoming creative Library space in Mossman and Port Douglas that delivers programs and activities to support and enhance reader development, lifelong learning and participation for all.
- Providing a property services function which optimises utilisation of Council facilities and ensures a strategic approach to property management.

PEOPLE, SAFETY AND CULTURE

- Managing Council's human resources functions including employee relations, compliance, compensation and benefits, training and development, recruitment, and all other employee related matters.
- Ensuring Payroll is processed in a timely manner and is compliant with all relevant legislation, policies and procedures.
- Managing Council's Workplace Health and Safety system ensuring the provision of a safe working environment for all employees.

ENVIRONMENT AND PLANNING

- Ensuring land use assessment and environmental planning functions are carried out in accordance with statutory requirements, including processing of Development Applications and Operational Works Applications within legislated timeframes.
- Administering compliance with relevant State legislation, Council Local Laws and the Douglas Shire Planning Scheme.
- Managing Local Law, Environmental Health and other delegated licensing, permitting and registration functions.
- Undertaking strategic land use planning functions in accordance with statutory requirements.
- Managing recycling and waste collection and disposal contracts and Council's Resource Management facilities in a safe, sustainable and environmentally sensitive manner.
- Providing strategic direction and outcomes for delivering environmental sustainability in the Shire.
- Developing and implementing a disaster management policy and programs to achieve the objectives of the *Disaster Management Act 2003*, in particular the promotion of safer, and more secure and resilient communities.

WATER AND WASTEWATER

- Managing the Water and Wastewater income and expenditure within approved budget and in accordance with Council strategies and plans.
- Meeting wastewater compliance within statutory requirements and licence conditions.
- Supplying drinking water and recycled water that meets customer quality requirements and agreed service standards in accordance with the approved Drinking Water Quality Management Plan.
- Managing and developing Trade Waste and Plumbing Applications in the Shire.
- Managing Council contracts and where required, negotiating new contracts relating to Water and Wastewater.
- Maintaining Council's Water and Wastewater assets to ensure maximum lifespan and output capacity in the lifecycle of those assets.
- Monitoring systems, procedures and the workplace environment to ensure equipment, plant and machinery is safe to operate and work processes comply with workplace health and safety legislation and standards.

PROJECT MANAGEMENT OFFICE

- Undertaking project management of major capital construction activities for Council.
- Undertaking project management of disaster rehabilitation construction activities for Council.
- Providing advice on design, procurement, approvals and construction functions to internal and external stakeholders.
- Delivering projects in an efficient, environmentally sustainable, quality assured and timely manner.

INFRASTRUCTURE SERVICES

- Continuing the development and implementation of infrastructure planning to enhance and preserve the natural and built environment.
- Coordinating the development and implementation of the Landscape Management Plan.

- Planning and construction of a network of bicycle trails, traffic separation and management arrangements.
- Asset assessment and valuation to prioritise road reseals, road rehabilitation, building facility upgrades, stormwater network improvements, parks and playgrounds.
- Coordinating Pest Management Activities across Council controlled, State Government and private land.
- Coordinating disaster recovery activities in accordance with disaster management procedures.
- Fleet Management services including maintenance and asset renewal.

FINANCE AND CORPORATE SERVICES

- Coordinating the annual audit of Council's financial systems and financial statements and achieving an unmodified audit result.
- Complying with all relevant legislation, policies and procedures including statutory reporting requirements.
- Facilitating the Rates & Water Billing functions and managing Debtor balances within acceptable limits.
- Processing Accounts Payable within the allocated timeframes and trading terms.
- Supporting the Information Technology function with set up of new systems and ongoing support for Council operations.
- Delivering a quality frontline service ensuring a high standard of customer service that meets the needs of Council and its communities.
- Provision of Integrated Services for Corporate Services and Operations.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.

GOVERNANCE

- Developing and maintaining an effective risk management system and culture to mitigate risks to Council.
- Ensuring Governance systems, functions and reporting frameworks are developed and implemented to meet organisational requirements.
- Providing a quality complaints management process for Council which ensures not only legislative compliance but improved service quality to the community.
- Delivering an effective and efficient insurance function ensuring adequate coverage of Council's assets and provision of a quality insurance claims function.
- Managing Council's records management system ensuring processes and systems are in place to capture all Council records and maintain legislative compliance.

Operational Plan

2024–2025

April – June 2025



Theme 1 - Celebrating Our Communities

Douglas Shire Council embraces the diversity of our communities and values the contribution that all people make to the Shire. We recognise that it is a core strength of the region. We acknowledge our past so that it may guide us into the future. We recognise the wrongs done to our Indigenous community and we actively seek to reconcile so that we may all benefit from and enjoy our Shire. We acknowledge early European settlers who forged an agricultural base for our economy, and we welcome all new arrivals as part of our broader community.

Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.					
	Operational Plan Initiative	Description	Target	Status	Updates
1.1.1	Reconciliation Action Plan	Develop and implement a Reconciliation Action Plan.	<ul style="list-style-type: none"> Reconciliation Action Plan finalised and adopted. 	Completed	Significant work completed in the 2024/2025 year and first steps of the initiative is completed. Consultancy engaged to assist in the finalisation of Reflect RAP. New finalisation initiative is in the 2025/2026 Operational Plan.
1.1.2	Public Art & Placemaking	Support creative projects and initiatives that empower our communities to express their connection to place.	<ul style="list-style-type: none"> Develop and deliver public art and placemaking initiatives that are community led. 	Completed	<p>Council-initiated public art project delivered through RADF, includes the completion of the Mosaic and Ceramic installation Front Street, Mossman.</p> <p>Yalanji Artist Banners (16) completed and presented, Front Street Mossman and Port Douglas Rd, Port Douglas.</p>
1.1.3	Regional Arts Development Fund (RADF)	Review and improve the RADF program to address issues of inclusivity and accessibility.	<ul style="list-style-type: none"> The RADF program includes creatives from a wider range of arts, abilities, audiences, 	Completed	The RADF program is in a continuous improvement model of operation.


Operational Plan

2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



			and target markets in the Douglas Shire.		Issues of diversity and accessibility have been addressed in future funding rounds.
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Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.

	Operational Plan Initiative	Description	Target	Status	Updates
1.2.1	Update the Douglas Local Disaster Management Plan	Update the Douglas Local Disaster Management Plan (LDMP) with a focused Risk Assessment.	<ul style="list-style-type: none"> The LDMP is updated after risk assessments are completed. 	Completed	LDMP updated and adopted by Council in November 2024. Work is now proceeding on sub-plans in preparation for 2025/26.

Goal 3: We will develop programs that promote health, well-being, and safety in the community.

	Operational Plan Initiative	Description	Target	Status	Updates
1.3.1	Creative Recovery: healing communities and building resilience through creative engagement	Embed Creative Recovery as an initiative resilience building to facilitate healing, wellbeing, address loss of connection and trauma experienced through disasters.	<ul style="list-style-type: none"> Facilitate Creative Recovery Workshops. Facilitate activities from the federally funded Tri Shire Creative Recovery program. 	Completed	<p>Creative Recovery workshops facilitated. Activities include; creation of a mural at Mossman Showgrounds, free circus workshops and activities through Kuku Bakal Kaykayanda – Giving voice to children project.</p> <p>Creative Recovery Training delivered to 20+ local community service workers, arts practitioners, and cultural workers.</p> <p>Assistance in the delivery of the Queensland Mental Health and Wellbeing Grants (auspice through Jabalbina Yalanji Aboriginal Corporation) awarded.</p>

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April – June 2025

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					An 18-month Program for the Kuku Balkal Kaykayanda – to deliver the Mossman Youth Creative Intervention Project.
Goal 4: We will promote arts and culture programs and events that bring vibrancy to the community and compliment the tourist experience.					
	Operational Plan Initiative	Description	Target	Status	Updates
No Initiatives identified for 2024/2025.					

Operational Plan

2024–2025

April – June 2025



Theme 2 - Fostering Sustainable Economic Growth

A robust economy is at the heart of a thriving community and enables investment in environmental protection. While our remoteness is a key attribute, it also presents challenges for attracting new business and investment. We must also meet the challenges of fierce competition in the tourism sector. Council will partner with industry to build, diversify and promote the Douglas economy. Council will design and deliver infrastructure, strategies and services that support the local economy and businesses.

Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
	Operational Plan Initiative	Description	Target	Status	Updates
2.1.1	Economic Impact Analysis of TC Jasper	Undertake economic impact analysis of TC Jasper on the Douglas Shire economy to help support further advocacy activities and/or resilience planning.	<ul style="list-style-type: none"> Economic Impact Analysis complete. 	Completed	Completed March 2025, and data being used to support development of funding and support activities. Endorsed by Council 17 June 25
2.1.2	Communications Plan for future disaster events	Apply key learnings identified through TC Jasper recovery planning to develop a communications action plan for businesses as part of the early response stage in the event of future natural disasters.	<ul style="list-style-type: none"> Communications Plan complete. 	Completed	With the end of the cyclone season approaching, disaster communications will reduce. A review of the plan will be conducted, with key learnings noted, and ready for the 25/26 season.
2.1.3	Progress a purpose-built Local Disaster Coordination Centre	Continue efforts to secure grant funding for the construction of a functional, safe, and purpose-built Multi-Purpose and Local Disaster Coordination Centre (LDCC).	<ul style="list-style-type: none"> Submit funding applications to relevant grant funding bodies and continue lobbying for funds for this project. 	Complete	<p>A Disaster Co-ordination, Community Recovery and Resilience Centre Funding Proposal has been developed.</p> <p>New opportunities to obtain funding are being sought.</p> <p>Lobbying of the Leichhardt Federal election candidates was unsuccessful.</p>

Operational Plan

2024–2025

April – June 2025

Not yet commenced

In progressOff-track, no plan in placeOff-track, plan in place

Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
	Operational Plan Initiative	Description	Target	Status	Updates
					Ongoing submissions will be made in the 2025/2026 year.

Operational Plan

2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.

	Operational Plan Initiative	Description	Target	Status	Updates
2.1.4	Council building audit for disaster preparedness	Improve the capacity of Council assets to function during and after disaster events.	<ul style="list-style-type: none"> Undertake a risk audit of essential Council owned and operated buildings for exposure to flood damage. Review the Building Evacuation Register – to gain access to facilities and put arrangements in place with external property Owners/Managers. 	Completed	<p>Funding of audit and works has been approved under the North Queensland Resilience Program and this work will be progressed through 2025/26.</p> <p>Works to improve the use of the Daintree Village Hall as a place of refuge/recovery centre site have been awarded in Quarter 4.</p>
2.1.5	Daintree Ferry – Replacement	Progress the design and approvals for a new Daintree Ferry.	<ul style="list-style-type: none"> Ferry ownership/operating model finalised. Ferry design and construct tender closed and being evaluated. 	Completed	<ul style="list-style-type: none"> Ferry ownership/operating model finalised. Landside Project Contract sent to successful Civil Contractor for signing. Ferry design, build and operate service tender offers being evaluated.
2.1.6	Port Douglas Splash Park	Provide a fun for families to cool down and enjoy the outdoor activities together.	<ul style="list-style-type: none"> To build and operate a Splash Park located in Port Douglas. 	In progress	<p>Construction will be completed end of August and a grand opening held during September school holidays.</p> <p>Delivery of Splash Park is item 1.1.1 in the Operational Plan 2025-2026</p>
2.1.7	Continue to support and partner with the State for the development of the Wangetti Trail as this is a State Government project	Finalise infrastructure requirements, preferred route, and land tenure for the Mowbray North section.	<ul style="list-style-type: none"> Partner with State Government to deliver Phase 1 and 2 of the Wangetti Trail. 	Completed	Council waiting on updates from DETSI regarding the proposed alignment to link the Mowbray River bridge into Port Douglas. Project

Operational Plan

2024–2025

April – June 2025

- Not yet commenced
- In progress
- Off-track, plan in place
- Off-track, no plan in place
- Cancelled/no longer applicable
- Completed









Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.					
	Operational Plan Initiative	Description	Target	Status	Updates
					now identified in TEQ’s Destination 2045 plan.

Operational Plan

2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment.

	Operational Plan Initiative	Description	Target	Status	Updates
2.2.1	Audit for Eco Destination Certification	Participate in an on-site independent audit to maintain the Shire's current Eco Destination Certification.	<ul style="list-style-type: none"> Undertake an independent audit to maintain our current certification. 	Completed	On-site audit completed in December. Final report received and response in progress. Council responded to corrective actions by 30 June.

Goal 3: We will develop strategies that seek to diversify the Shire's economic base.

	Operational Plan Initiative	Description	Target	Status	Updates
No Initiatives identified for 2024/2025.					

Operational Plan

2024–2025

April – June 2025



Theme 3 - Leading Environmental Stewardship

Our visitors and residents deeply value the unparalleled environment in which we live. We recognise our responsibility in protecting and preserving our natural world for generations to come. We understand the strong link between the environment and the economy: they are interdependent. Douglas Shire will be at the forefront of environmental protection by developing strategies, setting policies, and working with all stakeholders to become the envy of and to inspire locations across Australia and the World.

Goal 1: We will protect our sensitive environment and plan for the impact of climate change.					
	Operational Plan Initiative	Description	Target	Status	Updates
3.1.1	Sustainable Waste Management at Events	Encourage sustainable practices at events, including supporting the culture of BYO reusables and provision of recycling bins where they are unavailable commercially.	<ul style="list-style-type: none"> Engagement with event organisers to encourage sustainable waste management at events. 	Completed	<p>Assistance is available for events and is included in Prescribed Activity Applications to ensure organisers are aware the service is available.</p> <p>Recent events Council has been involved in such as Carnivale utilised sustainable waste management practices. This is an ongoing program.</p>
3.1.2	Plastic Free Places	Continue to participate in the Plastic Free Cairns and Douglas Program, managed by Boomerang Alliance, which assists businesses to reduce or eliminate single-use plastic items from their supply chain. This includes a "Choose to Reuse" Program funded by the State Government.	<ul style="list-style-type: none"> Implementation of the new pilot program "Choose to Reuse". 	Completed	<p>The Douglas Chooses to Reuse pilot program launched in June 2025. Early success indicates the community will embrace the circular economy initiative long term. This is an ongoing initiative for the 2025/2026 year.</p>

Operational Plan

2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 2: We will implement programs that reduce and offset our environmental footprint.					
	Operational Plan Initiative	Description	Target	Status	Updates
3.2.1	TC Jasper Environmental Waste Removal	Continue damage assessments and address environmental waste and damage.	<ul style="list-style-type: none"> Complete removal of environmental waste particularly evident in the Degarra area and the Bloomfield Valley. 	Complete	<p>Waterway clean ups - submission in with Queensland Reconstruction Authority (QRA) for funding for Bloomfield, Daintree and Mossman Rivers under the Disaster Relief Funding Arrangements (DRFA) CAT D 2023-24 Clean up Grant.</p> <p>Submission in with QRA for funding for additional waste removal in Degarra, China Camp and Upper Daintree.</p> <p>The above submissions are currently under review by QRA for final approval.</p> <p>A second submission to the Department of Environment for DRFA Environmental Recovery Package- coastal recovery works for Newell Beach and northern Oak Beach coastal erosion rehabilitation has been submitted.</p> <p>Ongoing work for the 2025/2026 year.</p>
3.2.2	Degarra Pest Program	Develop a program for the prevention and spread of weeds and pests around the Degarra area.	<ul style="list-style-type: none"> Program has been developed, implemented and progress monitored effectively. 	Cancelled/ No longer applicable	Degarra is covered by the Douglas Biosecurity Management Plan 2022-2026. A site-specific Biosecurity Management plan for the localised

Operational Plan

2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 2: We will implement programs that reduce and offset our environmental footprint.					
	Operational Plan Initiative	Description	Target	Status	Updates
					area of Degarra is not required as all works should be conducted in alignment with DSC's current management plan and the Biosecurity Act 2014 -General Biosecurity Obligations
3.2.3	Implement actions under the Reef Guardian Council Program	Deliver on Actions listed in the Action Plan.	<ul style="list-style-type: none"> Deliver on actions listed in the Action Plan. Continue progressing RGC grant funded projects until March 2026 end date. 	Complete	<p>Continue to deliver on actions listed in the action plan including waste education and calculating Council's 2022/23 greenhouse gas inventory.</p> <p>Continued progress of the four (4) Reef Guardian Council Program funded projects:</p> <ul style="list-style-type: none"> Continuation of the feral pig trapping program, Completed audit of Erosion and Sediment Control on development sites and Council run projects. Audit report has been distributed. Completed On-site Wastewater Treatment System funded project. <p>Solar panel installation program to be delivered by Q3 25/26</p> <p>Ongoing work in the 2025/2026 year.</p>

Operational Plan

2024–2025

April – June 2025

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	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 2: We will implement programs that reduce and offset our environmental footprint.					
	Operational Plan Initiative	Description	Target	Status	Updates
3.2.4	Illegal dumping program	Continue the illegal dumping program through a combination of education, investigation, and enforcement.	<ul style="list-style-type: none"> Update the Illegal Dumping Strategy with the aim of moving towards a circular waste economy. 	Completed	<p>The illegal dumping program continues to target illegal dumping and littering across the Shire.</p> <p>Work continues on the grant for education and behaviour change interventions to reduce littering and illegal dumping in hot spot locations. Illegal dumping has been further incorporated into strategic and educational waste plans.</p> <p>Program to continue through 2025/2026 year.</p>
3.2.5	Update Council's Waste Reduction Plan	Update Council's Waste Reduction and Recycling Plan to align with Queensland's Waste Strategy, reducing waste to landfill and increasing resource recovery.	<ul style="list-style-type: none"> Council's Waste Reduction and Recycling Plan is updated. 	Completed	<p>Council's DRAFT Waste Reduction and Recycling Plan 2025 –2030 was developed in April and approved for community consultation in June. Community consultation will continue until late July. The Plan will be endorsed in Q1 of 25/26.</p>

Operational Plan

2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.					
	Operational Plan Initiative	Description	Target	Status	Updates
3.3.1	Water Security Upgrades	Continue improvements to the water supply network to improve water security.	<ul style="list-style-type: none"> Improve network monitoring and pressure management. 	Completed	A district metered area (DMA) installation has now been established at Newell Beach and will enable performance monitoring to commence for this zone. Design and planning for Port Douglas and Craiglie DMA now underway.
3.3.2	Mossman River Intake	Part of the Douglas Shire water security strategy. Progress the intake as a matter of urgency to avoid Rex Creek water license exceedance by 2025/26.	<ul style="list-style-type: none"> Progress second water intake for Mossman. Continue to implement water intake resilience planning and upgrades to improve water security and quality for the community. 	Completed	<p>Preliminary design review workshop completed. Request For Tender briefing and site visit underway, which is showing very good interest from the market.</p> <p>Planning to issue a Request for Tender in August 2025, with the intention of issuing a design and construction contract in early 2026 as per item 1.8.1 of the Operational Plan 2025-2026.</p>

Goal 4: We will partner with the community to educate and monitor.					
	Operational Plan Initiative	Description	Target	Status	Updates
3.4.1	Waste Education	Implementation of Council's Waste Education Plan for schools, businesses and community groups.	<ul style="list-style-type: none"> Continue to implement Council's waste education program to increase recycling 	Completed	Council's Resource Recovery Officer continues to undertake waste education to schools, businesses and community groups who request it.

Operational Plan

2024–2025

April – June 2025

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	Off-track, plan in place		Completed



Goal 4: We will partner with the community to educate and monitor.					
	Operational Plan Initiative	Description	Target	Status	Updates
			rates, reduce contamination and reduce waste to landfill.		The Waste Education and Behaviour Change Plan for 2025/2026 has been developed for implementation.
3.4.2	Water Education	Part of the Douglas Shire water security. Continuation / development of the water education program and resources to support messaging for the Douglas Shire water security strategy.	<ul style="list-style-type: none"> Implement a water sustainability education program to inform the community, particularly school children, of the water cycle and how everyone utilises water and the impacts on the Reef from our water choices. 	Completed	<p>Council's water education program is progressing with a facility based primary school education session completed in May.</p> <p>Updates to website underway, with introduction of new interactive form to book educational sessions online.</p> <p>To enhance water literacy in the community, new educational channels have been utilised such as electronic and physical mail outs.</p> <p>Topics covered to date include leak detection, irrigation use, and water wise behaviours.</p>
3.4.3	Eco-Creativity & Sustainability	Develop a strategy for arts and culture that embeds eco-creativity as a key pillar for creative events, initiatives and activities for the shire.	<ul style="list-style-type: none"> Strategy complete and adopted by Council. 	Completed	<p>Eco-Creativity and Sustainability has been adopted by Council as a locally identified priority for the RADF Program.</p> <p>Eco-Creativity and Sustainability has been embedded in the DRAFT Arts Strategy.</p>

Attachment 7.5
Operational Plan

2024–2025

April – June 2025

- Not yet commenced
- In progress
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- Off-track, no plan in place
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- Completed



Goal 5 - We will recognise the contribution that Traditional Owners make to the protection of the environment.					
	Operational Plan Initiative	Description	Target	Status	Updates
No Initiatives identified for 2024/2025.					

Operational Plan

2024–2025

April – June 2025



Theme 4 - Inclusive Engagement, Planning and Partnerships







In delivering for our communities, economy and environment, Douglas Shire will ensure open and transparent engagement and communication. We will develop robust strategic plans and we will partner with our community and key stakeholders.

Goal 1: We will implement transparent decision-making through inclusive community engagement and communication.					
	Operational Plan Initiative	Description	Target	Status	Updates
4.1.1	Repairs to roads from TC Jasper	Prepare and submit Restoration of Essential Public Assets (REPA) submissions to QRA.	<ul style="list-style-type: none"> Restoration of Essential Public Assets (REPA) has commenced for both Council and TMR. 	Completed	16 REPA submissions totalling \$139million have been approved. 7 contracts have been awarded and construction commenced. 6 sites on Alexandra Range have been completed.
4.1.2	Planning Scheme Amendments to align the Scheme with the Planning Act 2016 and improve the functionality of the Scheme	Planning Scheme Amendments to align the Scheme with the Planning Act 2016 and improve the functionality of the Scheme.	<ul style="list-style-type: none"> Planning Scheme amendments drafted and submitted for State Interest Review. 	Completed	<p>The State government has released funding opportunities to assist councils with scheme amendments, which targets housing supply, in addition to updating hazard mapping to promote well located housing.</p> <p>Council has made a submission seeking access to funding to facilitate the scheme amendments.</p> <p>A response from the State Government is expected in the near future.</p> <p>'Undertaking amendments to the Planning Scheme' forms an initiative under the 2025/2026 Operational Plan.</p>

Operational Plan

2024–2025

April – June 2025

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	Off-track, plan in place		Completed



Goal 1: We will implement transparent decision-making through inclusive community engagement and communication.

	Operational Plan Initiative	Description	Target	Status	Updates
4.1.3	Develop a five year communications strategy	This Plan will focus on how Council can improve communications across the organisation and through digital channels. It includes the My Douglas initiative that will improve Council's website.	<ul style="list-style-type: none"> Strategy completed. 	Cancelled/ No longer applicable	<p>A comprehensive Crisis Communications Plan has been developed and is nearing completion.</p> <p>Minor changes have been made to the website to improve the user experience with future improvements being explored.</p>

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2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 2: We will develop forward-looking strategies for the future of our communities, and we will ensure balanced and appropriate planning decisions.

	Operational Plan Initiative	Description	Target	Status	Updates
4.2.1	Develop a Five-Year Strategy for Arts, Culture and Creativity 2024-2029	This strategy will underscore the objectives of the Corporate Plan; align to the Economic Development, Tourism & Events, and Heritage Strategies; support the Reconciliation Action Plan; and align to State Governments objectives for arts and culture.	<ul style="list-style-type: none"> Strategy is drafted and adopted by Council. 	Cancelled/ No longer applicable	<p>The 2024/2025 year focus has been on Creative Recovery and working on programs that support mental health through the arts.</p> <p>With recovery ongoing, it has been determined that a shorter-term arts program be developed for implementation over the next 2 years, which has been included in the 2025/2026 Operational Plan.</p>

Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.

	Operational Plan Initiative	Description	Target	Status	Updates
4.3.1	Local Housing Action Plan	Further develop Local Housing Action Plan.	<ul style="list-style-type: none"> Continue advocacy for more affordable housing. 	Completed	LHAP adopted by Council
4.3.2	Community Strategic Plans	Create a timeline for the development of Community Strategic Plans for Port Douglas, Mossman and the Daintree Community.	<ul style="list-style-type: none"> A plan outlining the time frames for the development of Community Strategic Plans is endorsed by Council. 	Off track, plan in place	Community Strategic Plans on hold until a full review of Council's existing strategies and plans is undertaken as per item 1.5.2 of the Operational Plan 2025-2026

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April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Theme 5 - Robust Governance and Efficient Service Delivery

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.					
	Operational Plan Initiative	Description	Target	Status	Updates
No Initiatives identified for 2024/2025.					
Goal 2: We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.					
	Operational Plan Initiative	Description	Target	Status	Updates
5.2.1	Level of Service Register	Create a timeline for the development of a register that lists the level of service for activities conducted by Council.	<ul style="list-style-type: none"> A plan outlining the time frame for the development of the register is endorsed by Council. 	Off track, plan in place	Project on hold until a full Asset Management review is undertaken including updated Strategic Asset Management Plan and individual Asset Class Asset Management Plans. Asset Management review will commence as per Key Area of Focus 3.5 of the Operational Plan 2025-2026
Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.					
	Operational Plan Initiative	Description	Target	Status	Updates
5.3.1	Commence new certified agreement discussions	Negotiations for new certified agreement to begin in November 2024.	<ul style="list-style-type: none"> Implement a new Certified Agreement for Council. 	Completed	MOU signed by all parties for current agreement to extend to November 2025 with bargaining to begin in May 2025.

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Not yet commenced



In progress



Off-track, plan in place



Off-track, no plan in place



Cancelled/no longer applicable



Completed

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April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events.					
	Operational Plan Initiative	Description	Target	Status	Updates
5.4.1	Community Disaster Resilience Reserve	Investigate the establishment of a Community Disaster Resilience Reserve.	<ul style="list-style-type: none"> Seek grant funding to establish a storage space and relevant supplies. Liaise with the Queensland Evacuation Facilities Working Group. 	Completed	<p>Grant funding sourced and this work is programmed under North Queensland Resilience Program funding. Funding has been approved, and the works are being scoped for delivery, following public consultation through 2025/27.</p> <p>Community engagement meetings were held throughout the Shire in late June 2025.</p>
5.4.2	Update Douglas Resilience Strategy	Update the Douglas Resilience Strategy to prepare for future impacts of disaster events.	<ul style="list-style-type: none"> Update the Douglas Disaster Resilience Strategy and scorecards. Delivery of community education and awareness programs to increase community preparedness. 	In progress	<p>Douglas Shire Resilience Strategy funding has been approved. Update of Douglas Disaster Resilience Strategy and scorecards has commenced with these to be finalised in Q2 2025-26</p> <p>Community engagement and awareness meetings were held throughout the Shire in late June 2025 and information gathered during the meetings will contribute to the development of preparedness planning and education.</p>

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2024–2025

April – June 2025

	Not yet commenced		Off-track, no plan in place
	In progress		Cancelled/no longer applicable
	Off-track, plan in place		Completed



Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events.					
	Operational Plan Initiative	Description	Target	Status	Updates
5.4.3	Bloomfield Valley Plan	Collaborate with neighbouring Councils to strengthen FNQ cross-border relations.	<ul style="list-style-type: none"> Continue development of a Bloomfield Valley plan. 	Completed	<p>Meetings have been held with Cook, Wujal Wujal and the Queensland Reconstruction Authority (QRA) on the progression of the Bloomfield Valley Catchment Flood Risk Management program. This is a \$7.73M program funded and led by the QRA.</p> <p>A flood study on the Degarra area has been completed and the peer review is now completed.</p> <p>A Memorandum of Understanding has been developed for Regional Collaboration on Disaster Management between Douglas, Cook, Wujal Wujal and Hopevale councils.</p> <p>Council officers and the Department of Housing Local Government, Planning and Public Works have developed a Business Continuity Plan for Emergency Accommodation in Degarra whilst this remains in use.</p> <p>Community consultation with residents in the Degarra area and with neighbouring councils will continue to ensure there is an understanding of hazards, planning,</p>

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2024–2025

April – June 2025

- Not yet commenced
- In progress
- Off-track, plan in place
- Off-track, no plan in place
- Cancelled/no longer applicable
- Completed



Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events.					
	Operational Plan Initiative	Description	Target	Status	Updates
					preparedness, response and recovery when a disaster occurs.