

## 7.5. OPERATIONAL PLAN PROGRESS REPORT FOR OCTOBER TO DECEMBER 2025

<b>REPORT AUTHOR</b>	Chief Executive Officer
<b>DEPARTMENT</b>	Office of the Chief Executive Officer
<b>DATE</b>	24 February 2026

### RECOMMENDATION

That Council notes the progress of the implementation of the 2025-2026 Operational Plan.

### EXECUTIVE SUMMARY

This report and the attachment detail the progress for the second quarter of this financial year in implementing Council's Operational Plan 2025-2026. To deliver the initiatives detailed in this year's Operational Plan, an internal program has been developed which is regularly reviewed by management to ensure work priorities are met.

### REPORT/ BACKGROUND

The Operational Plan was adopted in conjunction with the Annual Budget on 1 July 2025. In accordance with section 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 period ended 31 December 2025 (Quarter 2), 73% of initiatives are either 'On Track' or 'Completed'. This is in comparison to 79% in the first quarter.

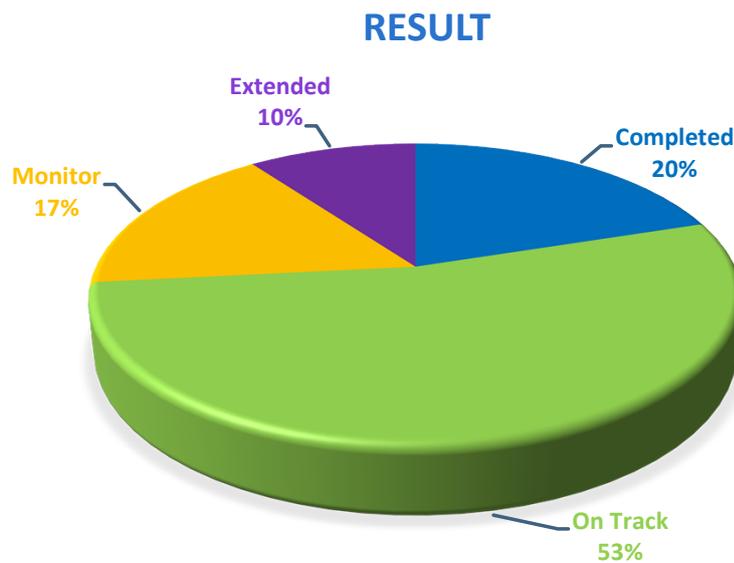


Image – Progress of Initiatives for Quarter 2

## FINANCIAL AND RESOURCE IMPLICATIONS

The activities detailed within the Operational Plan 2025-2026 are included in Council's Annual Budget adopted on 1 July 2025.

## 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

Nil.

## SOCIAL IMPLICATIONS

Nil.

## 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 2025-2026 Actions:

Legislative requirement.

## LEGISLATION AND POLICY

*Local Government Act 2009.*

*Local Government Regulation 2012.*

## CONSULTATION

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

## CONCLUSION

In accordance with section 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 progress on implementing the Operational Plan for the second quarter of the 2025-2026 financial year.

## ATTACHMENTS

1. Operational Plan Progress Report for October to December 2025 [7.5.1 - 37 pages]

DOUGLAS SHIRE COUNCIL

# OPERATIONAL PLAN - QUARTERLY PROGRESS REPORT

2025 - 2026

Q2 October - December

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.



Extended

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Monitor



On Track



Completed



STRATEGIC THEME 1

# Liveability

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



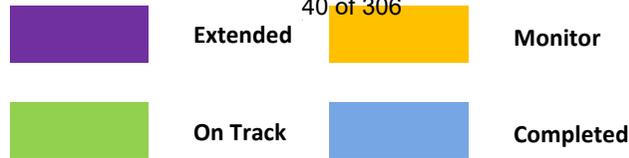
**Key Areas of Focus 1.1: Deliver community initiatives that support healthy, inclusive and socially engaged communities.**

#	Deliverable	Success Measure	Status	Responsible	Update
1.1.1	Deliver the Port Douglas Splash Park.	Open to the public Q2, 2025/2026.	<b>Completed</b>	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.	<b>On Track</b>	Community Services	Based on initial feedback, Aqua Fit classes have been increased, and numbers of participation have tripled with this activity. Further programs are in development.

**Operational Plan - Quarterly Report**

Q2 October - December

2025 - 2026

**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.	On Track	Community Services	Consultation commenced.
1.1.4	Undertake Planning Scheme amendments to improve functionality, streamline development assessment and align the Planning Scheme with the <i>Planning Act 2016</i> .	Planning Scheme amendments drafted and adopted by Council. Planning Scheme submitted for State Interest Review by Q4, 2025/2026.	Extended	Environment and Planning	Council was successful in obtaining grant funding to undertake scheme amendments. The State has extended the timeframe, in which to submit the amendments for state interest review, to June 2027. The Expression of Interest (EOI) is being drafted and is anticipated for release in Q1, 2026/2027.

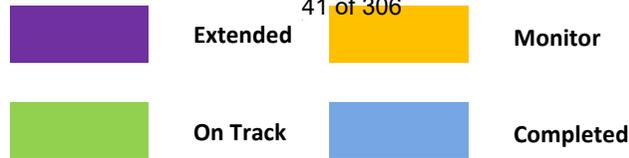
**Key Areas of Focus 1.2: Encourage and grow creative opportunities across the arts.**

#	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.	Monitor	Community Services	Feedback has been received from Arts QLD, and a proposed program is currently being finalised.

**Operational Plan - Quarterly Report**

Q2 October - December

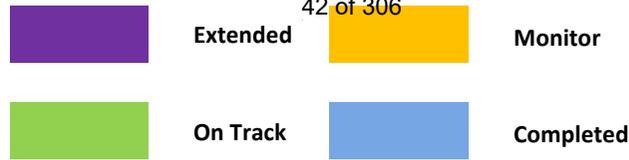
2025 - 2026

**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.	On Track	Community Services	Proposed actions have been reviewed and updates completed based on Reconciliation Australia feedback. Final review by ELT will occur in March.
1.3.2	Identify and implement a cultural competency training course for all employees.	Course implemented by Q3, 2025/2026.	Extended	People and Culture	Currently investigating relevant courses with the assistance of local aboriginal organisations and other service providers. This will be implemented in line with the approved 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.	Monitor	Community Services	Review completed by Tourist Park and Aquatics staff.  Despite being scheduled for review by SLT in November, conflicting priorities has resulted in the report now being presented to SLT in February.



**Key Areas of Focus 1.4: Promote inclusivity, connection and accessibility for individuals/people of all abilities.**

#	Deliverable	Success Measure	Status	Responsible	Update
1.4.2	Deliver year 2 of the 3-year Port Douglas Principal Cycle Network in accordance with funding allocated.	Additional 700m of Principle Cycle Network upgrades completed along Port Douglas Road.	On Track	Maintenance and Operations	Project in progress.
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. Planning Scheme submitted for State Interest Review by Q4, 2025/2026.	Extended	Environment and Planning	This item will be investigated when undertaking scheme amendments. The EOI is being drafted and is anticipated for release in Q1, 2026/2027.

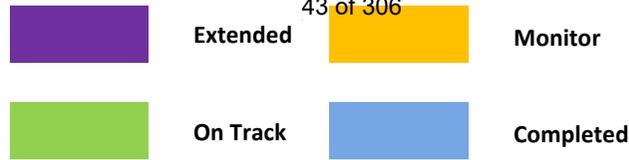
**Key Areas of Focus 1.5: Keep the community informed.**

#	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.	On Track	Disaster Management Unit	Delivered 1x Disaster Management Unit (DMU) pop up information stall as part of the Shires Garage Sale Event.  Delivering of the Disability Inclusion Emergency Management Forum (DIEP).  Delivery of three Community Disaster Preparedness Sessions

**Operational Plan - Quarterly Report**

**Q2 October - December**

**2025 - 2026**



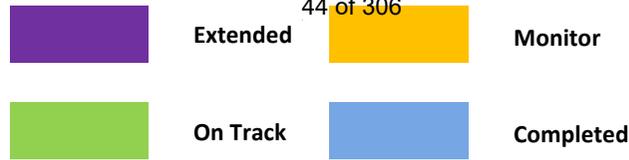
					(Degarra, Wonga Beach and Mossman). Delivered 'Building Business Resilience' Breakfast session.
1.5.2	Review current Shire strategies and plans.	Review to be completed by Q3, 2025/2026 and presented to Council for incorporation into 2026/2027 planning.	<b>Monitor</b>	Executive Office	Strategies identified for review to date include ICT strategy, Stakeholder Engagement Strategy, Asset Management Strategy and Workforce Strategy.

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 experience while protecting and capitalising on the surrounding natural environment.	Plan and undertake landscaping improvements during 2025/2026	<b>Completed</b>	Community Services	Dead trees removed along Mossman River side of park. 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.

**Operational Plan - Quarterly Report**

**Q2 October - December**

**2025 - 2026**

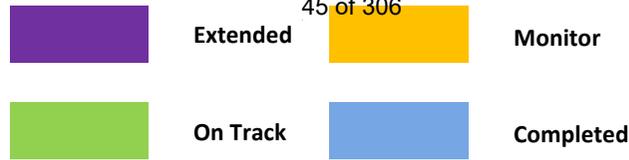


Key Areas of Focus 1.7: Investigate and promote environmental, green, eco-friendly and nature focused initiatives.					
#	Deliverable	Success Measure	Status	Responsible	Update
1.7.1	Identify tangible solutions for nature-based hazard mitigation projects.	Nature-based hazard mitigation solutions identified, and implementation plan developed by Q3, 2025/2026.	<b>Extended</b>	Disaster Management Unit	<p>New flood studies finalised and uploaded to Council system.</p> <p>Identified project at Newell Beach Foreshore commenced using alternative funding.</p> <p>New Light Detection and Ranging (LIDAR) work completed and due to be released by the Department of Environment, Tourism, Science and Innovation, will assist in identifying potential mitigation options and refining existing studies.</p> <p>Procurement of a new flood study for Port Douglas and Craiglie to be commenced in Q3, including identifying any nature-based mitigation.</p>
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.	<b>On Track</b>	Environment and Planning	41 instances of illegal dumping have been investigated and resolved in Q2.

**Operational Plan - Quarterly Report**

**Q2 October - December**

**2025 - 2026**



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.	On Track	Environment and Planning	Research has been undertaken and discussions had with neighbouring councils to understand available options. Grant funding projects to be identified.  Report has been finalised – to be workshopped prior to adoption.
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 foodware 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”	On Track	Environment and Planning	Both programs on track, reusable cups already in cafes in Port Douglas.
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.	On Track	Environment and Planning	Erosion and sediment control and stormwater education and compliance project – see operational goal 3.4.1 for further detail.  On-site Wastewater Treatment System education pilot project completed. Solar Installation and Feral Pig Control in progress.

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Q2 October - December

2025 - 2026



Extended

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Monitor



On Track



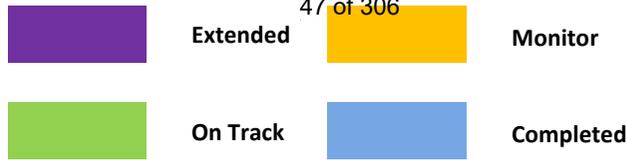
Completed

**Key Areas of Focus 1.7: Investigate and promote environmental, green, eco-friendly and nature focused initiatives.**

#	Deliverable	Success Measure	Status	Responsible	Update
1.7.6	Maintain the Douglas Shire Council Destination's Ecotourism Certification.	Initiatives delivered to be reported each quarter through the Operational Plan 2025/2026 reporting process.	<b>Completed</b>	Environment and Planning	Ecotourism certification renewed for 2025-26 financial years.  Preparation in place for next on-line audit due late 2026.

**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 construction of the Mossman River Intake Project by Q4, 2025/2026.	<b>On Track</b>	Water and Wastewater	Mossman River water licence approved by Queensland Government. Procurement for Design and Construct (D&C) contract currently underway.
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.	<b>On Track</b>	Water and Wastewater	Discussions are underway with internal and external stakeholders to progress community-focused water education initiatives. These packages are currently being reviewed, with further discussions scheduled to support implementation in 2026.



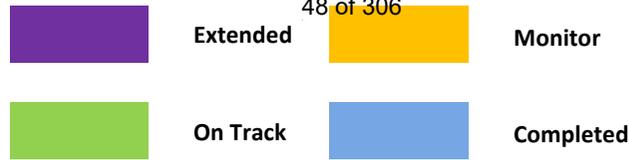
Key Areas of Focus 1.8: Provide safe, efficient and reliable water and wastewater services.					
#	Deliverable	Success Measure	Status	Responsible	Update
1.8.3	Undertake master planning studies to identify future water and wastewater requirements to support industry, urban and the environmental needs.	Funding application completed for Queensland Reconstruction Authority's Water and Sewerage Infrastructure Program to complete required studies.	Completed	Water and Wastewater	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.	On Track	Disaster Management Unit	24 Oct: Guardian System Administrator training. 19 Nov: Disability Inclusive Emergency Preparedness training (DIEP). 26-28 Nov: Incident Controller Level 2 training. Dec: Guardian refresher training delivered in-house to various cohorts. 11 Dec: Disaster recovery exercise 'Tweet'.

**Operational Plan - Quarterly Report**

**Q2 October - December**

**2025 - 2026**



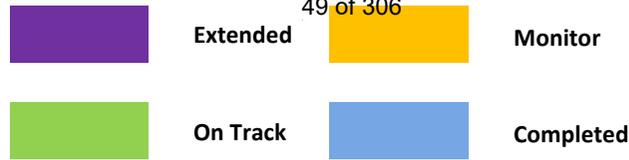
**Key Areas of Focus 1.9: In accordance with Queensland Disaster Management doctrine, continuously review and enhance Council’s disaster management prevention, preparedness, response and recovery in collaboration with community and agencies.**

#	Deliverable	Success Measure	Status	Responsible	Update
					16 Dec: Maps training in disaster layers.
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.	<b>Completed</b>	Disaster Management Unit	Douglas Recovery Resilience Group fully established with six Function Recovery Resilience Groups (Human & Social, Economic, Environment, Buildings and Infrastructure, Roads and Transport, Water and Wastewater).  Three meetings held prior to 2025/2026 season.
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.	<b>Extended</b>	Disaster Management Unit	Douglas Recovery Resilience Sub-Plan endorsed by LDMPG in September 2025.  LDMP draft received in December 2025. Draft plan under review.  Discussions occurring on being a pilot council for the new QRA - Queensland Hazard and Risk Assessment Framework (QHRAF) as part of the Plan development.

**Operational Plan - Quarterly Report**

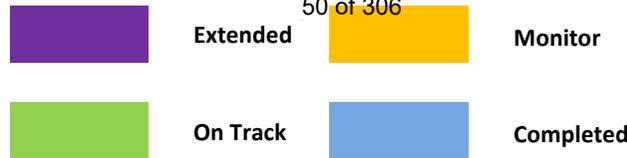
**Q2 October - December**

**2025 - 2026**



**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.**

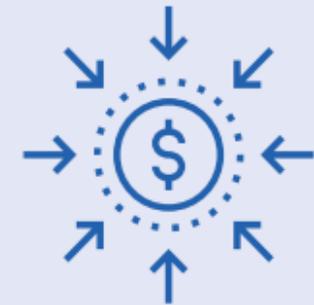
#	Deliverable	Success Measure	Status	Responsible	Update
					Anticipated project closure date 31/3/2026.
1.9.4	Develop a Lessons Management Framework.	Lessons Management Framework implemented and tested against an agreed incident exercise or event by Q4, 2025/2026.	<b>On Track</b>	Disaster Management Unit	Lessons Management Framework has been developed.  Debrief process and after-action review to be trialled on any Q3 activations.



STRATEGIC THEME 2

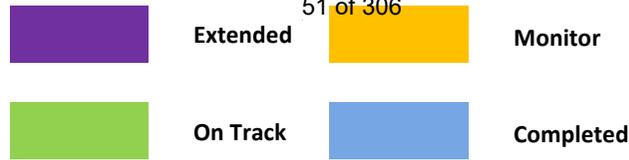
# Prosperity

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	<b>Completed</b>	Infrastructure, Planning and Delivery	Birdon (QLD) Pty Ltd signed contract to design, build and operate the Daintree River ferry service for 20 years. The contract also captures the management of Council's ferry from 1 July 2026 until their ferry arrives in December 2027.
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	<b>On Track</b>	Infrastructure, Planning and Delivery	Durack Civil Pty Ltd have signed a D&C contract. The 100% civil design has been reviewed and approved. The contractor is mobilising to site end of May.

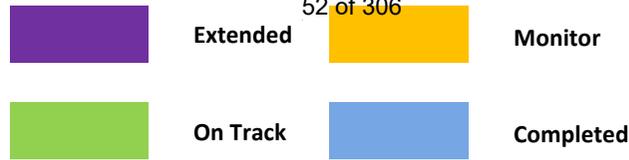


Key Areas of Focus: 2.2: Support local business through local procurement.					
#	Deliverable	Success Measure	Status	Responsible	Update
2.2.1	Encourage local business and industry	Deliver four (4) procurement seminars to the Douglas Shire community during 2025/2026.	Monitor	Finance and Corporate Services	<p>One seminar was held in December 2025 to demonstrate Council’s LinkSafe system; this was done in conjunction with the Trades RoPS tender briefing.</p> <p>While every effort will be made to carry out additional supplier sessions to progress towards this target before the end of the financial year, the frequency of supplier engagement sessions may be adjusted to reflect available procurement resources and local market conditions.</p>
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.	Monitor	Finance and Corporate Services	<p>In the first half (Q1 and Q2) of 2025/2026, Council has undertaken 2295 procurements, with total value of \$82,946,257.04. Of this, 1,251 have been procured with Local Suppliers, with a total of \$8,117,311.10. This equates to 9.79% of procurements with Local Suppliers.</p>

**Operational Plan - Quarterly Report**

**Q2 October - December**

**2025 - 2026**



					This is an increase from 9.07% at the end of Q1.
2.2.3	Annual review of the Douglas Shire Council Procurement Policy.	Policy to be reviewed and adopted by Council, Q3, 2025/2026.	<b>On Track</b>	Finance and Corporate Services	Review of the Procurement Policy is underway. Recommendations from the recent audit are being incorporated into the policy.

<b>Key Areas of Focus: 2.3: Advocate for/promote economic growth opportunities and economic transition.</b>					
#	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	<b>Completed</b>	Community Services	Review has been completed. Information gathered is currently being worked into a report for ELT consideration.
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.	<b>Extended</b>	Community Services	Outcomes for this initiative will in delivered by Q3, allowing for applicant feedback to be obtained at the closure of the current grants program on 7 November 2025.

**Operational Plan - Quarterly Report**

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Monitor

Q2 October - December



On Track



Completed

2025 - 2026

**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.	<b>On Track</b>	Environment and Planning	During the reporting period, 20 applications were decided that were subject to statutory timeframes. Of the 20 applications, 17 were decided within the statutory timeframe representing 85% of applications decided.

**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.	<b>Completed</b>	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.	<b>On Track</b>	Infrastructure, Planning and Delivery	Will be part of budget consideration for 26/27.

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Extended

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Monitor

**Q2 October - December**

On Track



Completed

**2025 - 2026****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.	<b>Completed</b>	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.	<b>On Track</b>	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	<b>Completed</b>	Executive Office	Membership maintained and Mayor and CEO regularly attend meetings.
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.	<b>On Track</b>	Executive Office and all Departments	Mayor and/or Councillors plus CEO maintaining contact and advocacy opportunities with

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On Track



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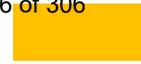
**Key Areas of Focus: 2.7: Build strong local, State and Federal relations.**

#	Deliverable	Success Measure	Status	Responsible	Update
					State and Federal Members as opportunities arise.
2.7.4	Continued membership of the Local Government Association of Queensland (LGAQ).	Maintain membership and engagement.	<b>Completed</b>	Executive Office	Membership maintained. Councillors and CEO remain active within the LGAQ including attendance at annual conference in October 2025.

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On Track



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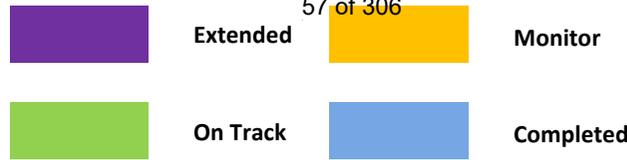
## STRATEGIC THEME 3

# 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.	On Track	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 first and second Operational Plan Quarterly Progress Reports 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	Finance and Corporate Services	Currently considering the following modules for review/implementation: Altitude (P2P replacement); Manage Engine; Assetic.
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.	On Track	People, Safety and Culture	Business partners and Team Leaders 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.	On Track	People, Safety and Culture	Learning Management System module is currently live and being updated with existing training data.  Training currently in progress.  Onboarding module testing now complete.

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Completed

**2025 - 2026****Key Areas of Focus: 3.2: Focus on customer service.**

#	Deliverable	Success Measure	Status	Department	Update
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.	<b>Completed</b>	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.	<b>On Track</b>	People, Safety and Culture	People, Safety and Culture has two vacancies.
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.	<b>On Track</b>	Executive Office	Consultation with internal stakeholders has commenced and a project plan has been developed.
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.	<b>Extended</b>	Executive Office	Review of branding being undertaken in alignment with Corporate Style Guide.  New target date Q4, 2025/2026.
3.2.8	Review Council website to ensure all governance documents are included.	Review undertaken quarterly and recorded.	<b>Monitor</b>	Governance	Initiative to be commenced in Q3.

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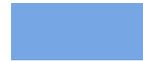


Monitor

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On Track



Completed

2025 - 2026

**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.	On Track	People, Safety and Culture	Currently in draft.
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 Team and Executive Leadership Team each quarter.	On Track	People Safety and Culture	EOI out for Ignite program. New training report being developed.
3.3.4	Implement inspection program for regulated dogs declared under the <i>Animal Management Act 2008</i> .	Completion of the inspection program with full compliance achieved.	On Track	Environment and Planning	Inspection program for Declared Dogs well underway and almost completed.
3.3.5	Promote responsible dog ownership.	Social media campaign completed Q1 and Q3, 2025/2026.	On Track	Environment and Planning	Video of local vets and trainers on responsible dog ownership published on Council's website.

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On Track



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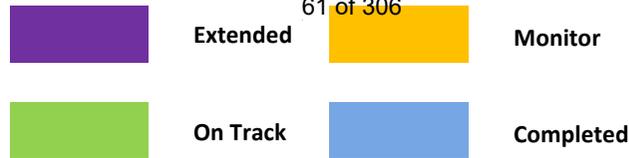
**2025 - 2026****Key Areas of Focus: 3.3: Focus on safety and wellbeing - of the community and employees.**

#	Deliverable	Success Measure	Status	Department	Update
					Media release completed and suite of information leaflets created and uploaded to the website in Q2 (dogs page). Second social media campaign to commence in Q3.
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.	On Track	Environment and Planning	Internal consultation with internal work areas ongoing. Draft review to Lawyers for review in early February 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 with a number of actions and improvements identified.  Further gaps will be reviewed by end of Q4
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 and submitted to ELT for consideration prior to release and implementation of recommendations.

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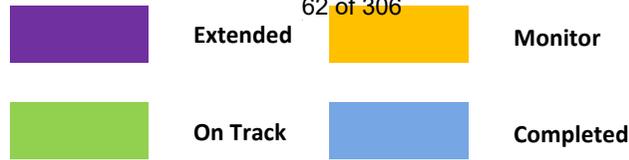
2025 - 2026

**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	Focus on project planning and resourcing in Q3 will support delivery. Resourcing is an issue.

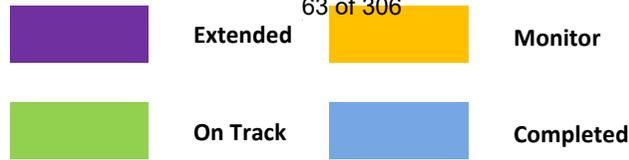
**Key Areas of Focus 3.5: Employ a proactive and preventative approach to asset management.**

#	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.	On Track	Infrastructure, Planning and Delivery	Asset Management Sub Committee to be created to review and recommend a holistic AM System for Council.
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.	On Track	Infrastructure, Planning and Delivery	Asset Management Steering Committee has been formed and is addressing the outcomes from the Internal Audit into Asset Management.
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.	Monitor	Infrastructure, Planning and Delivery	In progress. Developing a comprehensive asset list prior to engaging a consultant to do a condition assessment.

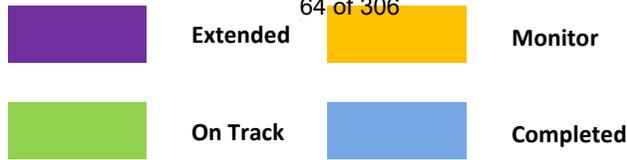


Key Areas of Focus 3.5: Employ a proactive and preventative approach to asset management.					
#	Deliverable	Success Measure	Status	Department	Update
3.5.4	Conduct a complete condition assessment on Douglas Shire Council's buildings.	Asset Management Plan to address defects on council buildings through the Capital Works and operational works programs.	Monitor	Infrastructure, Planning and Delivery	In progress. Developing a comprehensive asset list prior to engaging a consultant to do a condition assessment.

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	<p>Meetings held with Red Cross to establish cache in Douglas Local Government area.</p> <p>Cache facilitated through Red Cross located at Wangetti school relocated to Atherton. New facility established in Cairns.</p> <p>Investigation of storage possibilities, land and suitable structures, underway. Further meetings with Red Cross scheduled for January 2026 for establishing a resilience cache in Douglas Shire.</p>

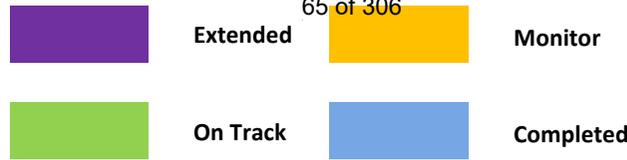


Key Areas of Focus 3.6: Deliver Council services to meet community expectations.					
#	Deliverable	Success Measure	Status	Department	Update
3.6.2	Explore retro-fitting a Community Resilience Hub, north of the Daintree River.	Complete community and stakeholder consultation on the requirements and potential location of the Community Resilience Hub by Q3, 2025/26.	On Track	Disaster Management Unit	Draft Scope of Works developed, initial consultation undertaken with stakeholders including the Cow Bay Community Health Clinic, further community and stakeholder consultation anticipated.
3.6.3	Promote the Douglas Shire Council as a workplace of choice.	Employee value proposition created by Q2, 2025/2026.	On Track	People, Safety and Culture	Employee value proposition currently in draft stage to be presented to SLT and ELT.
3.6.4	Provide restoration of essential public assets during natural disaster events.	Complete all restoration of essential public assets by Q4, 2025/2026.	Monitor	Infrastructure Recovery	Project is on track however several projects are experiencing delays that will result in Extensions of Time requests.
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.	Monitor	Governance	Draft Enterprise Risk Register, Risk Appetite Statement, and Enterprise Risk Management Framework completed in draft. Draft risk register presented to Audit and Risk Committee in December 2025. Independent review being undertaken to be completed in Q3.

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.	On Track	Water and Wastewater	Bulk Water Filling Station Planning and Concept Design Report completed and will be submitted to ELT for consideration.

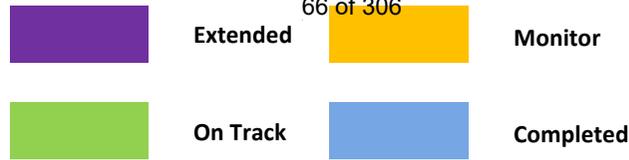


Key Areas of Focus: 3.9: Preserve, protect and improve our unique environment.					
#	Deliverable	Success Measure	Status	Department	Update
3.9.1	Deliver the Reef Guardian Council funded erosion and sediment control program to staff and industry.	Achieve an improvement in compliance with the implementation 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.	On Track	Environment and Planning	Erosion and sediment control compliance program ongoing-one week of training with local builders and developers as well as staff was completed in December 2025.
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.	On Track	Environment and Planning	School Waste Education program 2025-2030 prepared for adoption. Community resale event hosted in Q2.  Battery diversion grant received.
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.	On Track	Maintenance and Operations	Draft strategy developed for review. To be presented and ready for adoption Q3.
3.9.4	Update Douglas Shire Council's Biosecurity Plan.	Review and update of the Biosecurity Plan completed by Q4, 2025/2026.	On Track	Maintenance and Operations	Review complete. Awaiting proposed changes in legislation to be included as required.

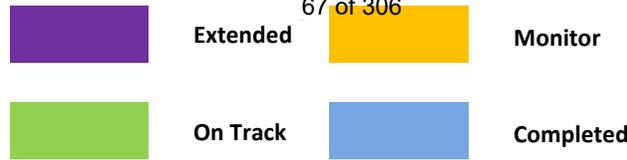
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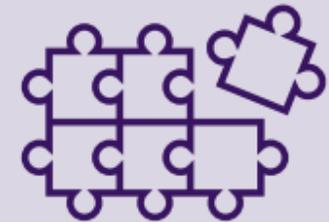
Key Areas of Focus: 3.9: Preserve, protect and improve our unique environment.					
#	Deliverable	Success Measure	Status	Department	Update
					Currently seeking advice from State Government on expected release date.
3.9.5	Develop a Port Douglas Streetscape Management Plan.	Improve our tourist experience 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.	On Track	Maintenance and Operations	Refer to 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.



STRATEGIC THEME 4

# Recovery and Resilience

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



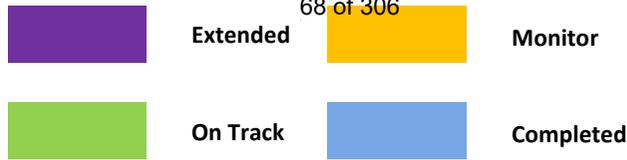
**Key Areas of Focus: 4.1: Support our community's journey of recovery and rebuilding after natural disasters.**

#	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.	On Track	Disaster Management Unit	Initial scoping undertaken, including further consultation with Jabalbina and community members from Degarra in November 2025. Currently exploring suitable site options.
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.

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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.	<b>On Track</b>	Environment and Planning	<p>Shoreline Erosion Management Plan (SEMP) tender awarded. Development of SEMP commenced in Q2.</p> <p>Community engagement drop-in sessions completed in December 2025. Traditional Owner engagement ongoing.</p> <p>On-line survey to be completed late January 2026.</p> <p>Assessment of coastal processes underway.</p>
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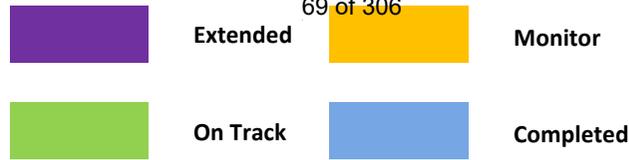
**Key Areas of Focus: 4.2 Deliver infrastructure asset restoration and betterment.**

#	Deliverable	Success Measure	Status	Responsible	Update
4.2.1	Marrs Creek flood levee bank.	Marrs Creek flood levee bank completed by Q4, 2025/2026.	<b>On Track</b>	Disaster Management Unit	<p>Hydraulic Report finalised and commenced the Levee Failure Assessment and Damages Assessment.</p> <p>Engagement meetings with landholders undertaken. Engagement public meetings undertaken in Mossman.</p> <p>Geotechnical investigation and site surveys programmed for January and February 2026 to progress the final levee design.</p>

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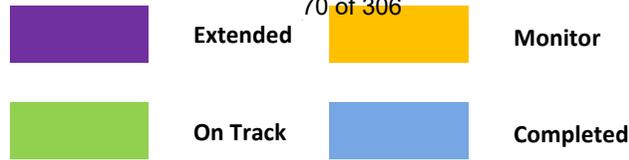
4.2.2	Audit early warning flood infrastructure and identify high risk locations.	Early warning flood infrastructure and high-risk locations identified, and planning commenced for upgrades and new infrastructure by Q3, 2025/2026.	<b>Monitor</b>	Disaster Management Unit	<p>Discussions commenced with Queensland Reconstruction Authority (QRA) around Flood Warning Infrastructure Associated with the Far North Queensland Flood Risk Management Program (FNQ FRMP). A list of possible flood warning infrastructure sites submitted to QRA.</p> <p>Lixia laser monitoring hardware purchased and two systems installed. Lixia Dashboard activated.</p> <p>Various assets transferred to Bureau of Meteorology.</p> <p>Stakeholder meeting scheduled for 29/01/2026.</p>
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<b>Key Areas of Focus: 4.3 Foster collaboration, sustainability, and a strong sense of belonging.</b>					
#	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	<b>On Track</b>	Disaster Management Unit	<p>Douglas Recovery Resilience Sub Plan developed.</p> <p>Community Resilience Score Cards currently under review.</p>

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**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.	<b>On Track</b>	Disaster Management Unit	<p>Community consultation in undertaken in November 2025 on new flood modelling and mapping in Mossman, Wonga and Degarra.</p> <p>New flood hazard studies for Port Douglas/Craiglie to occur following release of New Light Detection and Ranging (LIDAR), due to be released by the Department of Environment, Tourism, Science and Innovation in March 2026.</p> <p>Catchments of the Daintree River, Bloomfield River and Woobadda Creek to be included in the Far North Queensland Flood Risk Management Program (FNQ FRMP). Field trip undertaken with QRA staff. Project plan to be released in January 2026.</p> <p>Discussions occurring on being a pilot council for the new QRA - Queensland Hazard and Risk Assessment Framework</p>

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	On Track		Completed



					(QHRAF) for conducting hazard assessments.
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.	<b>On Track</b>	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.	<b>On Track</b>	Disaster Management Unit	Meetings held with Queensland Reconstruction Authority including field trip and flood warning infrastructure discussions and project team composition. Project plan to be provided in January 2026.

**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.	<b>Monitor</b>	Disaster Management Unit	Consultant's draft audit report received in December and is currently being reviewed by the DMU. Report findings to be presented to the ELT in March 2026.  Works completed at the Daintree Hall, Council Chambers/Local Disaster Coordination Centre and the Mossman Library.

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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.	<b>On Track</b>	Disaster Management Unit	<p>Cooper Creek boat ramp desktop planning and environment assessment completed and being reviewed.</p> <p>Sought approval from the Department of Environment, Tourism, Science and Innovation (DETSI) on partnering in coastal bathymetry survey project.</p>
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