

Annual Report

2024-2025



DOUGLAS
SHIRE COUNCIL



Contents

| | | | |
|---|-----------|--|-----------|
| Acknowledgement | 4 | Section 201 Remuneration Payable to Senior Contract Employees..... | 40 |
| Introduction | 5 | <i>Local Government Regulation 2012</i> | 40 |
| Where to Get a Copy | 5 | Section 183 Financial Statements..... | 40 |
| Accessibility Statement..... | 5 | Section 184 Community Financial Report..... | 40 |
| About Douglas Shire..... | 6 | Section 185 Particular Resolutions | 41 |
| History | 6 | Section 186 Councillors | 41 |
| Regional Profile | 7 | Section 186(1)(a) Councillor Remuneration..... | 41 |
| Port Douglas | 7 | Councillor Remuneration Superannuation | 41 |
| Mossman Gorge | 7 | Section 186(1)(b) Councillor Expenses | 41 |
| Daintree Region | 7 | Section 186(1)(c) Councillor Meeting Attendance ... | 42 |
| Agriculture | 7 | Section 186(1)(d)-(k) Councillor Conduct..... | 42 |
| Sustainability | 7 | Section 188 Overseas Travel | 43 |
| Indigenous Culture | 7 | Section 189(2) Councillor Discretionary Funds | 43 |
| Message from the Mayor..... | 9 | Section 187 Administrative Action Complaints..... | 43 |
| Councillor Profiles..... | 10 | How the complaints management process is | |
| Message from the CEO | 13 | implemented | 43 |
| Meet the Executive Leadership Team | 14 | Administrative Action Complaints Number | 43 |
| Organisational Structure..... | 15 | Section 189 Grants to Community Organisations..... | 44 |
| 2024-2025 Highlights..... | 16 | Major Grants..... | 44 |
| Our Vision, Mission and Values..... | 20 | Minor Grants | 44 |
| Our Future – the Year Ahead..... | 21 | Fee Waive or Reduction/In kind/Sponsorship | 44 |
| Assessment of Corporate Plan and Operational Plan..... | 27 | Resource and Performance agreements | 45 |
| Theme 1: Celebrating Our Communities | 28 | Regional Arts Development Fund (RADF)..... | 45 |
| Outcomes | 29 | Section 190 Other Contents..... | 46 |
| Theme 2: Fostering Sustainable Economic Growth.. | 30 | Section 190(1)(d) Action taken for, and expenditure | 46 |
| Theme 3: Leading Environmental Stewardship | 32 | on, a service, facility or activity | 46 |
| Theme 4: Inclusive Engagement Planning and | | Section 190(1)(e) Changes to Tenders | 46 |
| Partnerships | 35 | Section 190(1)(f) List of Key Registers | 46 |
| Theme 5: Robust Governance and Efficient Service | | Section 190(1)(g) Concessions for Rates and | |
| Delivery | 37 | Charges..... | 46 |
| Workforce Profile | 39 | Section 190(1)(h) Internal Audit..... | 46 |
| Employee Statistics FY 2024-2025 | 39 | Sections 190(1)(i) and (j) Competitive Neutrality | |
| Work Health and Safety Statement | 39 | Complaints | 47 |
| Statutory Information | 40 | <i>Public Sector Ethics Act 1994</i> | 47 |
| <i>Local Government Act 2009</i> | 40 | Community Financial Report | 48 |
| Section 41 Identifying Beneficial Enterprises | 40 | Statement of Comprehensive Income | 49 |
| Section 45(b) Identifying Business Activities..... | 40 | Statement of Financial Position..... | 52 |
| Section 45(c) Competitive Neutrality principle | 40 | Measures of Financial Sustainability | 54 |
| | | Financial Statements | 55 |
| | | Acronyms and Abbreviations | 94 |



Acknowledgement

Douglas Shire Council acknowledges the traditional Country of the Eastern Kuku Yalanji Peoples and the Djabugay Nation People of the coastal areas and rainforest of the Douglas Shire. We recognise that these have always been and continue to be places of cultural and spiritual significance. We acknowledge and cherish the important contribution made by Aboriginal and Torres Strait Islander people to the Douglas Shire community, and pay respects to their Elders – past, present and emerging.

Introduction

In accordance with the *Local Government Act 2009*, Douglas Shire Council must publish an Annual Report, which provides an update to the community about Council's finances, performance and how Council has delivered against the Corporate and Operational Plans. The *Local Government Act 2009* requires particular information to be included in the Annual Report.

Where to Get a Copy

The Annual Report can be downloaded via Council's website douglas.qld.gov.au/council-information/publications-reports/

In line with Council's commitment to preserving the environment and using resources sustainably, only a limited number of hard copies of the Annual Report are produced each year. These can be viewed by the public at the Mossman Administration Building in Front Street, Mossman and in Council Libraries and community hubs. Alternatively, a copy of the report can be requested by calling Council's Customer Contact Centre on (07) 4099 9544.

Accessibility Statement

The Annual Report can be translated into alternative languages by calling the National Translating and Interpreting Service (TIS) on 13 14 50. The Free Interpreting Service (FIS) is an Australian Government funded service that is available to Local Governments and eligible agency groups to ensure non-English speakers can access key services in Australia. The FIS offers a free and confidential service delivered by professional interpreters supporting accurate communication.



About Douglas Shire

History

The First Peoples of the Douglas region are the Kuku Yalanji whose country extends from the Mowbray River in the south to Cooktown in the north and Palmer River in the west. From the Mowbray River, south to Cairns are the traditional homelands of the Djabugay Nation People.

The Kuku Yalanji and Djabugay Nation are rainforest people whose connection to the region extends back 50,000 years to be among the earliest human occupants in Australia. European habitation in the Douglas Shire began in the 1870s as George Elphinstone Dalrymple led the first extensive exploration of the region. Dalrymple thought the country *“surrounded by a panorama of great beauty ... a perfect picture of rich tropical country”*.

Within the decade, gold miners supplied from Port Douglas, timber cutters logging the much-prized red cedar, cattle graziers, and farmers of

vegetables, maize and sugar had all begun to make their mark. Farming expanded along the coastal belt as extensive areas of lowland rainforest were cleared and settlements were established throughout the area.

Cultural diversity is integral to Douglas Shire's history. According to the 1886 census, almost two-thirds of the district's population were of Chinese heritage. By the 1890s, the sugar cane industry depended on Chinese and South Sea Islander (Kanaka) labour. These populations were joined by Hindu, Punjabi and Japanese migrants in the 1900s.

The Shire of Douglas existed as a local government entity from 1880 until 2008 when it was amalgamated with Cairns City to create the Cairns Regional Council. Five years later, Queensland Minister for Local Government granted residents a poll in which a majority of electors (57%) voted in favour of de-amalgamation. The Douglas Shire Council started for the second time on 1 January 2014 with a new Mayor and four new non-divisional Councillors.



Regional Profile

Port Douglas

Port Douglas continues to be a key destination for reef tours, nature experiences and community events. As a gateway to two World Heritage areas (the Great Barrier Reef and the Daintree Rainforest) it draws a diverse mix of visitors, including honeymooners, domestic and international travellers and a strong backpacker community who contribute to the local workforce and culture. The town is also seeing a growing population of families and Council is actively exploring ways to open up more housing opportunities, including progressing Stage Two of the Craiglie residential development.

The town's foreshore is evolving, with a new Splash Park adding vibrancy and appeal. A growing calendar of events, including the acclaimed Port Douglas Carnivale as well as cycling festivals, fun runs and the Port Shorts Film Festival, reflects the town's active and creative spirit.

Mossman Gorge

The gorge welcomes more visitors annually than Uluru, a testament to its national importance. The Mossman Gorge Cultural Centre continues to create training and career pathways for young Indigenous people, empowering the next generation of Eastern Kuku Yalanji leaders. In a major sustainability milestone, the centre upgraded its shuttle fleet with two fully-electric buses—*Kurranji* (Cassowary) and *Kurriyala* (Carpet Snake)—with plans to convert half the fleet to zero-emission vehicles within 12 months. These eco-sensitive buses enhance the experience for over 300,000 annual visitors.

Daintree Region

North of the Daintree River lies a landscape of ancient rainforest, remote communities and a laid-back lifestyle. Cape Tribulation regularly welcomes bus tours, campers and nature lovers drawn to its chilled vibe and eclectic mix of residents. Towns like Cow Bay and Diwan offer a unique blend of rainforest living, creativity and community spirit. Council continues to invest in infrastructure and connectivity to support residents and visitors in this remote but vital part of the shire. The Daintree Ferry remains a vital connector for this region. It is essential for residents and services, and a memorable part of the travel experience for visitors.

Agriculture

Agriculture remains a vital part of the Douglas Shire's economy and identity. Despite the closure of the Mossman Mill, the sugarcane industry continues to operate, with harvested cane now transported by truck to the Mulgrave Mill.

In addition to traditional crops, trials are underway on former sugarcane land to explore alternative uses, including sorghum and bana grass—part of a broader effort to diversify agricultural production and support landowners through changing market conditions. The region supports a mix of agricultural ventures, including cattle grazing and boutique industries such as chocolate production, which are gaining popularity with both locals and visitors. These enterprises reflect the shire's adaptability and innovation in land use, contributing to a resilient and evolving agricultural landscape.

Sustainability

Douglas Shire is proud to be Australia's first Eco-Certified Destination, recognised for its leadership in sustainable tourism and environmental protection. Our region offers immersive rainforest and reef tours that educate visitors about the delicate ecosystems we're privileged to protect, fostering a deeper appreciation for conservation and Country. From electric shuttle buses at Mossman Gorge and reef restoration programs to rainforest preservation and low-impact visitor experiences, the shire continues to set a benchmark for responsible tourism. Council also supports practical sustainability initiatives, including the development of drink stations—reducing the use of plastic bottles, coffee cup recycling programs, free mulch to help residents reduce water use and water education campaigns at local schools.

Indigenous Culture

Douglas Shire is proud to be home to the Eastern Kuku Yalanji and Yirrganydji people, whose enduring connection to land and sea is central to the region's identity. Indigenous culture is celebrated through events such as NAIDOC Week, Reconciliation Week, art installations, and community-led initiatives like the Yalanji RAW fun run and walk.

Council works closely with First Nations organisations to support cultural, social, and economic wellbeing. Jabalbina Yalanji Aboriginal Corporation plays a key role in land management and cultural heritage protection, while the National Indigenous Training Academy provides pathways for young Aboriginal and Torres Strait Islander people into tourism and hospitality careers. The Mossman Elders Justice Group continues to offer vital support and advocacy, helping to strengthen community resilience and promote restorative justice.



Message from the Mayor



There was a collective sigh of relief across Douglas Shire when Mother Nature spared us a Cyclone Jasper encore during the 2024-2025 wet season. That reprieve gave us the space to continue the vital work of rebuilding and future-proofing our region. It is work that began in the wake of Jasper and remains ongoing.

Thanks to the Queensland Reconstruction Authority (QRA), we've been able to keep critical roadworks at Noah and Alexandra Ranges moving forward. These upgrades have improved safety, reduced travel times and supported tourism and emergency access in some of our most remote areas. The scale and complexity of these works reflect our commitment to maintaining vital connections across the shire and providing greater confidence to our communities north of the river.

The formation of a dedicated Disaster Management Unit has also proved important, ensuring our community has a full-time team focused on recovery and preparedness.

This year also saw progress on projects that will shape our region for years to come. The Daintree Ferry replacement project reached key milestones, with the landside infrastructure contract awarded and the new ferry design released for tender. With more than \$9 million committed to surrounding road upgrades, including priority lanes and dual exits, the approaches on either side of the river will begin to look very different next year, improving access and reducing congestion for locals and visitors alike. This is a once-in-a-generation investment in one of our most iconic transport links.

In Port Douglas, the long-awaited Splash Park is finally taking shape. Supported by significant Queensland Government funding, the \$4.75 million project reached major construction milestones. Once the waterplay features were installed – including a giant jellyfish, crabs and water blasters – the community's excitement began to grow. We expect the venue will be a drawcard for local families and visitors, adding a new layer of fun and vibrancy to our foreshore precinct.

We celebrated the vibrancy of our region through events and cultural initiatives. Carnivale continues to evolve, with new additions like Savannah Sounds and

the Maho Magic Bar drawing thousands to our tropical celebration. We welcomed new citizens on the Australia Day long weekend and honoured our First Nations peoples through Reconciliation and NAIDOC events, including the Yalanji RAW fun run and walk from Mossman Gorge.

...These investments are about more than just facilities—they're about creating spaces where people can connect, thrive, and feel proud to call Douglas home.

Council made strong inroads on infrastructure and community wellbeing – from water network upgrades and new playgrounds, to lighting for local sports clubs and support for creative projects through the Regional Arts Development Fund. These investments are about more than just facilities – they're about creating spaces where people can connect, thrive, and feel proud to call Douglas home.

Together, we've laid the groundwork for a stronger, more resilient Douglas Shire. I'm proud of what we've achieved and am confident that 2025/2026 will be even more impactful.

Mayor, Lisa Scomazzon



Councillor Profiles



**Councillor
Roy Zammataro,
Deputy Mayor**

This is my third term on Council, and I am both humbled and grateful for the trust the residents of the Douglas Shire have once again placed in me.

I remain deeply passionate about protecting the unique environment that makes our region so special. With the steady decline of the sugar industry, tourism is becoming the shire's largest employer. It is vital that we continue to support the tourism industry while carefully safeguarding our natural environment and working towards establishing alternative crops to keep agriculture in the shire viable.

Equally important is our support for small businesses. They are the backbone of our local economy and play a central role in the life of our community.

The impacts of Cyclone Jasper are still being felt, with rehabilitation works continuing across our road network. Addressing these challenges has required resilience and commitment and I acknowledge the community's patience as this work progresses.

As a councillor, my role is not only to listen to our community but also to take action to address the issues that matter most to our residents. I also wish to recognise my fellow councillors. While we may not agree on every decision, we have worked together as a respectful and collaborative team, guided by strong leadership.

Douglas Shire is a truly unique place, and I remain committed to ensuring it stays that way. It is an honour to serve this community, and I am proud to be deeply invested in shaping a positive future for the shire we all love.



**Councillor
Abigail Noli**

It's an honour to continue serving the Douglas Shire community, a responsibility I hold with deep respect. As councillor, I've focused on initiatives that reflect our region's values of

environmental stewardship, community wellbeing and transparent governance.

This past year has been one of meaningful progress, a year of recovery, renewal, and forward planning and I'm proud to have played a key role.

I represent Douglas on the Reef Guardian Council Program's Executive Committee. This partnership has secured \$900,000 in federal funding to combat illegal dumping, improve water quality, and reduce our carbon footprint. Expansion of the long-standing feral pig control activities in partnership with landholders and Traditional Owners has seen 700 pigs eradicated under this program. I am also on the Local Marine Advisory Committee, ensuring our coastal and marine interests are well represented.

I am a Regional Arts Development Fund (RADF) Committee Member, as I believe that fostering cultural vibrancy is essential to our identity and economy. This year one new project was the formation of the Douglas Shire writer's festival.

I supported the development of Kuku Bakal Kaykayanda—Giving Voice to Children and Young People, a disaster recovery initiative focused on youth empowerment following Cyclone Jasper. I strongly believe in the youth and the importance they have for the future.

I've advocated for financial fairness, supporting the adoption of a revised Rates and Charges Financial Hardship Policy. I also backed the freeze on key fees and charges for 2024-2025 to ease the burden on households and businesses recovering from the cyclone. With a freeze on most of the charges that directly impact on residents and businesses, such as animal registrations, community hall and park hire, planning, building and plumbing application fees, approvals for businesses to name a few.

These actions reflect my dedication to Douglas, looking ahead, I remain committed to protecting the unique character of our shire while planning responsibly for its future. Thank you for your trust, your input, and your passion for this remarkable place we call home.



Councillor Damian Meadows

Over the past 12 months, significant developments have transpired. Our new CEO, Scott Osman, has assumed the helm, demonstrating robust and efficient leadership across the

operational aspects of Council. Service delivery remains a paramount priority.

While we continue to rebuild following the devastating impact of Tropical Cyclone Jasper, Council has systematically executed repairs and improvements to damaged infrastructure in a timely and effective manner.

One notable achievement is the completion of works on the severely affected Alexandra Range section of Cape Tribulation Road. The collective efforts of all involved were truly remarkable.

Two key areas that continue to occupy my attention are fiscal responsibility and core business. Maintaining a financially viable council is crucial to ensure effective and timely service delivery, particularly in an era where cost-shifting is increasingly prevalent in state and federal policies.

Furthermore, it is imperative to identify Council's core business and responsibilities to enable efficient and cost-effective delivery of services.

I have also had the privilege of spending time with our Disaster Management Unit. It is impressive to witness how they consistently enhance their strategies and preparedness, ensuring that the shire is adequately equipped to respond to the escalating frequency and severity of natural disasters.

Several major projects have progressed or have been completed including the Port Douglas Splash Park, the water interconnector between the Mossman River intake and Whyanbeel, substantial upgrades to water infrastructure while plans for shoreline infrastructure, in preparation for the new Daintree Ferry, are well advanced.

Finally, I want to acknowledge the tireless work and unwavering commitment of my fellow councillors. With robust discussion, mutual respect, and dedication fostering productive collaboration and positive outcomes, we are assured that we will continue to effectively represent our community.



Councillor Michael Rees

Since being elected to Council, significant recovery work has taken place across Douglas Shire, alongside strong progress on key infrastructure projects. These include

upgrades to our water infrastructure, road network, the Splash Park, the Daintree Ferry (including ramps and gateway infrastructure) and ongoing work towards Noah Bridge.

As your Councillor, I've focused on building a culture that empowers our teams. A big part of this has been promoting Council's work through various social media channels to keep our community informed and engaged. I believe supporting our hardworking Operations Team has helped improve services and enhance liveability across the shire.

A major milestone is the extensive work north of the Daintree River, which is now nearing completion—a significant achievement I'm proud of.

Recently, I've shifted from a recovery focus to a more strategic direction. This includes advancing the conversation around our long-term economic development strategy to ensure a resilient, future-ready Douglas Shire. Continued funding for Tourism Port Douglas Daintree (TPDD) was another key decision. The TPDD team has delivered strong results through marketing and events, supporting our biggest industry—tourism.

One initiative I'm especially proud of is a motion I brought to Council on environmental offsets. Currently, when Council clears environmentally significant land and on-ground offsets aren't possible, fees paid to the State often leave our region. My motion—now going to the State Government Association of Queensland conference—calls for these funds to be reinvested locally. If adopted, it could deliver long-term environmental and economic benefits for our community.

One of the most rewarding parts of being a Councillor is the quiet, everyday conversations—whether it's over a coffee, in someone's home, or a quick chat in aisle five at Woolies. Those genuine moments with residents mean the world to me and will always hold a special place in my heart.



Message from the CEO



It has been a privilege to serve as Chief Executive Officer of Douglas Shire Council over the past eight months. I extend my sincere thanks to Mayor Lisa Scomazzon and the Councillors for their confidence and support in appointing me to lead this organisation. Together, we are committed to delivering essential services and building a resilient and prosperous future for our diverse region.

In November, Queensland's water regulator toured our facilities and commended Council's improved practices and significant upgrades to the pipe network. While this recognition is encouraging, water security remains a critical challenge—particularly during wet weather events, which cause high turbidity levels in our supply and impact service reliability.

The ongoing recovery from Tropical Cyclone Jasper continues to demand significant resources, especially in communities north of the Daintree River. We are grateful for the continued support of the Queensland Reconstruction Authority, whose assistance has made vital upgrades possible. Council has responded with a strong focus on restoring roads and water infrastructure, supporting community recovery, and establishing a dedicated Disaster Management Unit to enhance future preparedness and response.

This commitment to resilience was recognised during 2024-2025, when Council received an Excellence Award for its Resilience Strategy and Scorecards project. Developed through extensive community engagement, the scorecards empower local communities to identify their own risks and priorities during disaster events—ensuring that recovery and planning efforts are locally informed and responsive. The recognition from the Queensland Awards for Planning Excellence confirms that we are on the right path in building a safer, more resilient Douglas Shire.

We are also working to support the long-term sustainability of our local economy. This includes exploring new industries and adapting the sugar cane sector to ensure ongoing employment and viability.

Tourism remains our largest economic driver, and we continue to advocate for and support Tourism Port Douglas Daintree, while proudly retaining our eco-tourism accreditation. This reflects our commitment

to environmental stewardship and sustainable development. Council is also supporting development projects that will increase housing opportunities for families and remains open to new development opportunities across the region. While cane farming continues, our community is actively exploring new ways to advance the agricultural sector. Council will be supporting them throughout this journey.

A major achievement this year was the development of our new Corporate Plan 2025-2030, which sets a clear strategic direction for the next five years.

A major achievement this year was the development of our new Corporate Plan 2025–2030, which sets a clear strategic direction for the next five years. The four strategic themes, Liveability, Prosperity, Service Delivery, and Recovery and Resilience will guide how Council delivers the key areas of focus outlined with the Corporate Plan over the next five years. Thank you to all the staff within Council and also to the community members who took the time to meet with their Elected

Representatives and myself to share their thoughts when we were drafting the Corporate Plan.

Earlier this year, both State and Federal elections brought changes in government, and Council remains focused on building strong relationships with our local MPs to ensure the needs of our community are well represented.

CEO, Scott Osman



Meet the Executive Leadership Team



Scott Osman, Chief Executive Officer

Scott commenced at Douglas Shire Council in late October 2024 and has over 15 years of Queensland Local Government experience, having held numerous roles commencing at the City of Gold Coast Council, Scenic Rim Regional Council and prior to joining Douglas Shire Council held the position of interim CEO at Paroo Shire Council.

Scott holds a Bachelor of Business majoring in Accounting from Southern Cross University, and is a member of the Institute of Public Works Engineering Australasia (IPWEA) and Local Government Managers Australia (LGMA).

Scott is looking to develop a constructive culture through mentoring consistent and capable leadership, the delivery of Council services based on contemporary practice, and ensuring a safe and capable workplace.



Matthew Eastham ASM, General Manager TC Jasper Corporate & Communities

Matt commenced with Douglas Shire Council in 2024 and has held senior executive roles including Chief Executive Officer, General Manager, and Director, leading complex organisations through reform, recovery, and capability building.

He holds a bachelor's degree and postgraduate qualifications in health-related disciplines, along with a Master of Management and Leadership. Matt is a Graduate of the Australian Institute of Company Directors, a member of several professional bodies, and has served

on governance and advisory boards, including the Clinical Senate for the Northern Territory.

He is an active mentor through Local Government Managers Australia (LGMA) and is passionate about strategy, building capability, developing emerging leaders, and strengthening workplace culture. Matt also brings significant experience in disaster management and recovery across multiple jurisdictions.



Derek Langman, Chief Engineer

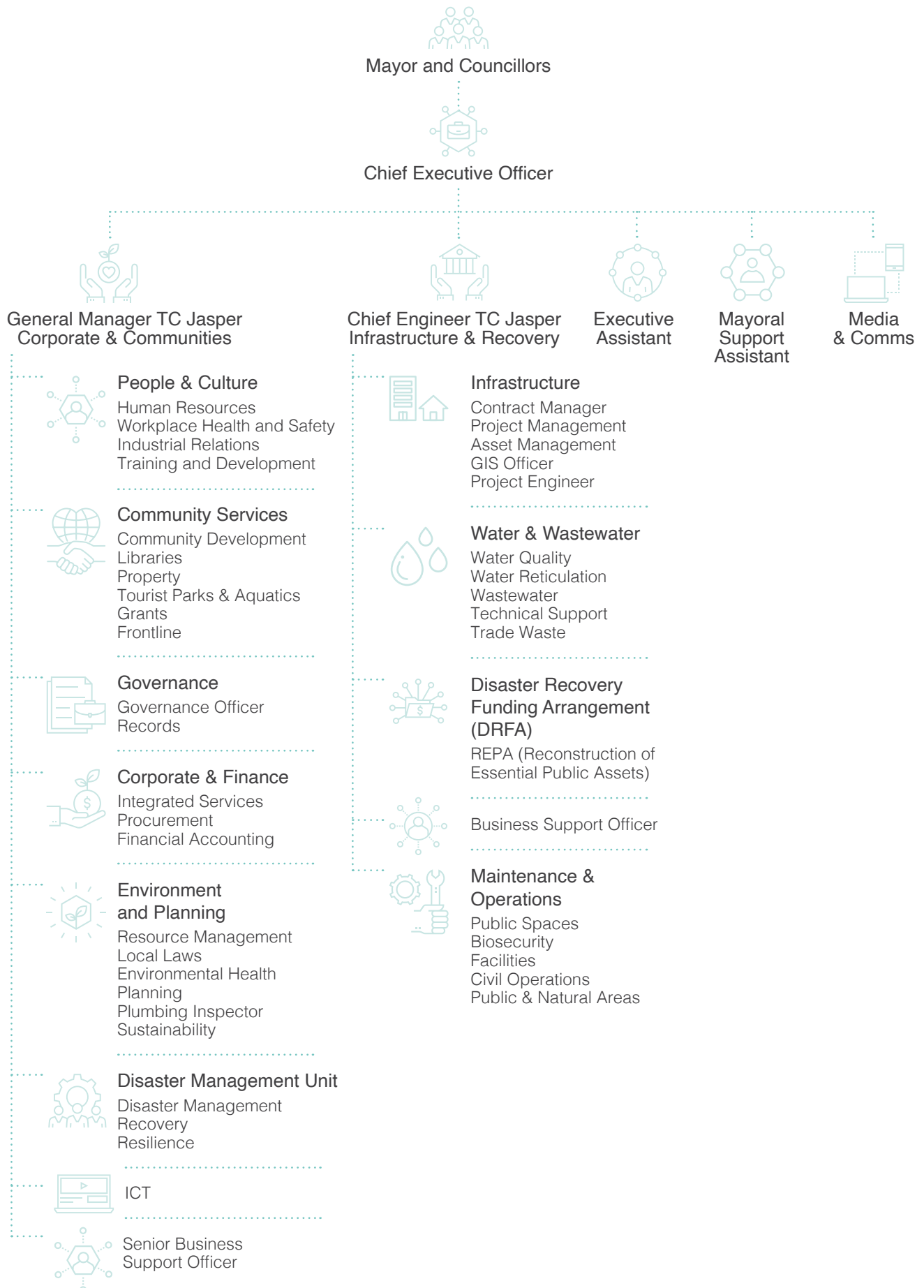
Derek Langman is the Chief Engineer at Douglas Shire Council, where he leads critical infrastructure planning and recovery initiatives, including the Tropical Cyclone Jasper Infrastructure Recovery program. With over 15 years of experience in the private consulting, local government and not-for-profit sector, Derek brings a broad strategic and community-focused approach to his role.

Prior to joining Council, Derek held senior leadership roles across South Australia, including at the City of Norwood, Payneham & St Peters and City of Playford. His expertise spans strategic planning, major project delivery, engineering and sustainable urban development.

Derek holds a Bachelor of Civil Engineering and is a respected leader in both government and non-profit sectors, including serving as Deputy Chair of the Board for Baptist Care SA, reflecting his commitment to community service and leadership.

Derek is playing a pivotal role in leading and empowering teams to positively impact the future of Douglas Shire's built environment, ensuring infrastructure meets the needs of both residents and the region's unique natural heritage.

Organisational Structure



2024-2025 Highlights



Council delivered community spaces and supported sport recovery

Douglas Shire Council coordinated several projects to boost community wellbeing and support local sport and recreation. A new playground was opened at Rex Smeal Park, creating a beautiful outdoor space for families and children to enjoy in Port Douglas. Council also partnered with the Queensland Government to deliver new lighting at Cassowary Park for Douglas United Football Club, enabling evening training and competitions for its 150 members. Gymnastics made its comeback, with Council providing the Mossman Shire Hall as a temporary home for the local club after its facility was damaged by Cyclone Jasper flooding.

Mayor's Christmas Appeal delivered hampers to families in need

Douglas Shire Council coordinated the Mayor's Christmas Appeal to support families facing hardship during the festive season. The initiative provided Christmas hampers filled with essentials, helping vulnerable residents enjoy a more hopeful holiday. Council partnered with local organisations including Mossman Support Services, Goobidi Bamanga and Port Douglas Neighbourhood Centre to distribute the hampers. The appeal was also supported by Connected Communities and Bendigo Bank, with contributions from Port Douglas Kmart and Quicksilver.



Major investment targeted recovery of unsealed roads

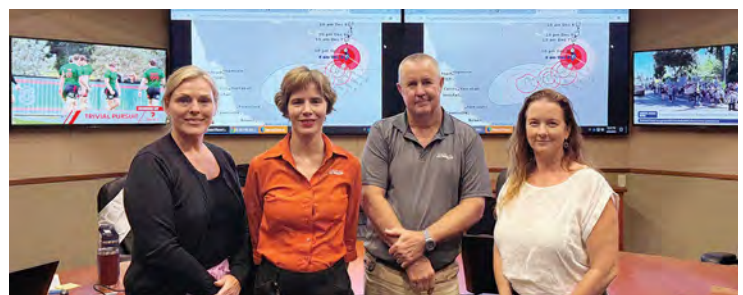
Douglas Shire Council coordinated a significant recovery effort to repair dozens of unsealed roads damaged by flooding events, including Cyclone Jasper. More than \$18.9 million in joint funding from the Australian and Queensland Governments was allocated through the Disaster Recovery Funding Arrangements (DRFA). Council awarded two major contracts to deliver works across the shire, covering areas south of the Daintree and extending to Cape Tribulation.

Disaster Management Unit (DMU) – Building resilience Post-Cyclone Jasper

In response to Cyclone Jasper, a dedicated Disaster Management Unit (DMU) was established to lead recovery efforts and strengthen future preparedness. Since its inception, the DMU has:

- Secured vital funding to support long-term recovery initiatives
- Coordinated creative recovery programs and fostered community-led resilience groups
- Developed and endorsed a Local Resilience Action Plan
- Enhanced emergency technology access for remote communities
- Strengthened Douglas Shire Incident Management Team training.

These achievements mark a significant step forward, strengthening our links with the community and building a safer, more resilient future for our region.





Report revealed Jasper's economic toll

A consultant was engaged to assess the economic impact of Cyclone Jasper, drawing on regional survey data. The report revealed a \$56.3 million drop in Gross Regional Product, with 100 per cent of businesses affected and nearly one-third losing between \$100,000 and \$500,000. Tourism expenditure declined by up to \$105 million, and agricultural losses were estimated at \$5 million. The findings provided a sobering snapshot of the cyclone's widespread disruption to the local economy.

Honouring heritage and welcoming new citizens

We welcomed new citizens on the Australia Day long weekend and honoured our First Nations peoples through Reconciliation and NAIDOC events, including the Yalanji RAW fun run and walk from Mossman Gorge. Council partnered with Yalanji Arts to install 16 vibrant banners along Port Douglas Road and Mossman's Front Street. The initiative celebrated First Nations' creativity in the lead-up to Carnivale, National Reconciliation Week and NAIDOC Week.



Mossman monument upgrade for ANZAC Day

Douglas Shire Council partnered with the Mossman RSL Sub-Branch to deliver a \$150,000 upgrade to the Mossman cenotaph in time for ANZAC Day. The revered Front Street site was enhanced with a larger paved area, a surrounding stone wall, new lighting, and landscaping. The improvements created a more inclusive and respectful space for the community to honour those who served.

Local artists backed to create and inspire

Eight local creatives received a share of \$40,000 through the Regional Arts Development Fund (RADF); a partnership between Douglas Shire Council and the Queensland Government. The program empowered artists to express their connection to place and contribute to the region's cultural landscape.



Strong turnout for Port Douglas Carnivale

Port Douglas came alive from May 23–25 as the 2025 Carnivale drew over 10,000 attendees to a vibrant celebration of music, food, and tropical culture. The festivities kicked off with the Longest Lunch at Sheraton Grand Mirage, where guests enjoyed a culinary journey under the palms. The Macrossan Street Parade dazzled with its "Tropical Treasures" theme, featuring colourful floats, dancers and costumes. Families flocked to Four Mile Beach for sandcastle competitions, beach games and live music, while night-time events like the Maho Magic Bar, Temple of Fire and Café del Mar brought high-energy entertainment to resorts and public spaces.

2024-2025 Highlights



Mossman Show Ball returns with our support

A \$10,000 community grant from Douglas Shire Council saw the Mossman Show Ball return after decades in hiatus. It was held at Mossman Shire Hall, boosting morale and reconnecting the agricultural community through a night of celebration. The grant was part of a broader \$38,000 funding round, which also supported Douglas United Football Club's solar installation, Goobidi Bamanga's NAIDOC 50-year celebrations and Douglas Shire Community Services Association's *Light Up the Park* events.

Corporate Plan adopted

The Douglas Shire Council's five-year Corporate Plan was endorsed. The new plan includes Council's vision, mission and values, strategic themes and key areas of focus. It provides a set of guiding principles and themes which will assist in developing policies, strategies, capital work plans, operational plans, budgets and initiatives.



Milestones reached in Daintree ferry replacement project

Douglas Shire Council progressed key stages of the Daintree ferry replacement project, receiving tenders for the design, construction, and operation of a new, larger-capacity vessel. More than \$9 million was committed to upgrading surrounding roads and infrastructure, including priority lanes and dual exit lanes to reduce congestion. A contract for landside works was recommended to Durack Civil, marking a significant step toward improving access across the Daintree River.

Water infrastructure projects improved supply

Douglas Shire Council delivered a number of water infrastructure projects to improve reliability and reduce maintenance across the region. These included a \$700,000 upgrade replacing 1.3km of ageing mains in Miallo and Rocky Point, with a new connection to Miallo State School. In Port Douglas, a \$650,000 project connected the new Grant Street water main to the Macrossan Street pipeline, enhancing flow to the Flagstaff Hill reservoir. Council also awarded a \$749,000 contract to upgrade the inlet screening facility at the Port Douglas Wastewater Treatment Plant, further strengthening the region's water and wastewater systems.





Roadworks progress improved safety across Noah and Alexandra Ranges

Douglas Shire Council made significant progress on critical roadworks along Cape Tribulation Road, including major recovery efforts at Noah Range and Alexandra Range. At Noah Range, crews undertook complex vegetation removal and slope stabilisation, supported by temporary safety buffers and coordinated access schedules. Meanwhile, 21 of 26 damaged sections at Alexandra Range were repaired. These works, made possible under the joint Commonwealth-state Disaster Recovery Funding Arrangements (DRFA), improved safety, reduced travel times and supported tourism and emergency access in the region.

Arrangements to secure ongoing tenure stability for local community organisations

Douglas Shire Council finalised a number of leases over both Council-owned freehold land and also reserve land for which Council is trustee.

These tenure arrangements included:

- Freehold Lease for Warringu Aboriginal and Torres Strait Islanders Corporation for the operation of a domestic violence shelter for women
- Freehold Lease for 20 years for Port Douglas Community Services Network for the continued operation of the neighbourhood centre in Mowbray Street, Port Douglas
- Trustee Lease for 10 years for Port Douglas Outrigger Canoe Club for their facilities at Four Mile Beach Park
- Trustee Permit for *It's My Time Fitness* for continuation of their occupancy at the grandstand facility at Coronation Park, Mossman.

More dealings are still underway for various lease and other tenure types that at the time of reporting were yet to be finalised.



Splash Park construction progressed toward September opening

Construction of the Port Douglas Splash Park advanced steadily, with major milestones including concreting and the delivery of play features like a jellyfish, crabs and water blasters. The \$4.75 million project, supported by \$2.53 million in Queensland Government funding, was on track for a Term 3 school holiday opening. Excitement built in the community as the site began to take shape.

Council invested in tourism growth

Douglas Shire Council endorsed a \$1.5 million funding agreement with Tourism Port Douglas Daintree (TPDD) to support destination marketing, visitor engagement and tourism development over three years. As part of its broader investment in the visitor economy, Council also committed \$75,000 annually to support the Port Douglas Gran Fondo cycling event from 2025 to 2027.



Community input helped shape future waste strategy

Douglas Shire Council began compiling community feedback to inform a new Waste Reduction and Recycling Plan during the 2024-2025 year. The draft plan aimed to address current waste management



challenges and set a strategic direction for treating waste as a resource. Public consultation was launched to ensure the final plan reflects local priorities and supports long-term sustainability goals.

Our Vision

Working together to enhance our environment, lifestyle, culture and community.

Our Mission

Achieving the best outcomes to shape tomorrow by working effectively today.

Our Values

Adapt

We adapt to changing circumstances to make a positive difference for our community.

Integrity

We act with integrity, being accountable for the decisions we make.

Respect

We respect our diverse community, cultures and heritage.

Teamwork

We work as a team.

Community care and support

We value and actively support each other to deliver for our community.

Image courtesy Tourism Tropical North Queensland

Our Future – the Year Ahead

Although Council's Annual Report focuses on the 2024-2025 financial year, it also provides an opportunity to briefly look forward to the projects and initiatives planned for 2025-2026 and beyond.

The Corporate Plan 2025-2030, adopted by Council in June 2025, identifies four pillars that underpin and influence Council's priorities, direction, decisions and strategy across the life of the Corporate Plan. They are:

1

Liveability

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



2

Prosperity

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



3

Service Delivery

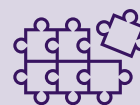
We deliver Council services effectively and efficiently to meet community expectations, focusing on the wellbeing of both the community and our employees.



4

Recovery and Resilience

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



1 Liveability

Key areas of focus

- 1.1 Deliver community initiatives that support healthy, inclusive and socially engaged communities.
- 1.2 Encourage and grow creative opportunities across the arts.
- 1.3 Be culturally sensitive, inclusive and improve Council's cultural competency.
- 1.4 Promote inclusivity, connection and accessibility for individuals/people of all abilities.
- 1.5 Keep the community informed.
- 1.6 Create and maintain parks and open spaces to preserve, protect and sustain our natural assets.
- 1.7 Investigate and promote environmental, green, eco-friendly and nature focused initiatives.
- 1.8 Provide safe, efficient and reliable water and wastewater services.
- 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.

Key services dedicated to achievement

- Arts and Culture
- Aquatic Facilities
- Biosecurity
- Circular Economy
- Community Engagement
- Community Facilities
- Community Markets
- Disaster Management Unit
- Environmental Health
- Library Services
- Nursery
- Open Spaces
- Sport and Recreation
- Water and Wastewater Services

How can our community assist us

- Actively engage with Council
- Attend arts and cultural events
- Attend festivals
- Use community facilities
- Volunteer for a community group such as SES
- Look out for your neighbours
- Reduce waste
- Observe water usage
- Sign up to the Douglas Disaster Dashboard



2 Prosperity

Key areas of focus

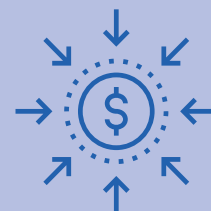
- 2.1 Deliver a new Daintree ferry.
- 2.2 Support local business through local procurement.
- 2.3 Advocate for/promote economic growth opportunities and economic transition.
- 2.4 Assess developments against the planning scheme.
- 2.5 Pursue opportunities to improve housing outcomes.
- 2.6 Recognise the contribution of established local industries.
- 2.7 Build strong local, State and Federal relations.

Key services dedicated to achievement

- Advocacy
- Community Development
- Community Engagement
- Economic Development
- Financial Services
- Infrastructure
- Strategy and Policy
- Tourism Development

How can our community assist us

- Employ trainees and apprentices
- Buy local
- Venture into your Shire
- Actively engage with Council



3

Service Delivery

Key areas of focus

- 3.1 Deliver the Corporate Plan, Operational Plan and Budget.
- 3.2 Focus on customer service.
- 3.3 Focus on safety and wellbeing – of the community and employees.
- 3.4 Ensure capital and maintenance programs for infrastructure/open spaces are prioritised and delivered on time.
- 3.5 Employ a proactive and preventative approach to asset management.
- 3.6 Deliver Council services to meet community expectations.
- 3.7 Identify and manage risk.
- 3.8 Deliver safe and reliable drinking water.
- 3.9 Preserve, protect and improve our unique environment.

Key services dedicated to achievement

- Community Engagement
- Community Service
- Construction
- Customer Service
- Economic Development Strategy
- Environment and Planning
- Infrastructure
- People Safety and Culture
- Project Services
- Tourism and Economic Development Program
- Water and Wastewater

How can our community assist us

- Register to receive notices and updates via email or text
- Actively engage with Council



4

Recovery and Resilience

Key areas of focus

- 4.1 Support our community's journey of recovery and rebuilding after natural disasters.
- 4.2 Deliver infrastructure asset restoration and betterment.
- 4.3 Foster collaboration, sustainability, and a strong sense of belonging.
- 4.4 Implement the local recovery and resilience action plan.
- 4.5 Undertake effective disaster management (planning, preparedness, response, recovery).

Key services dedicated to achievement

- Community Engagement
- Community Service
- Customer Service
- Disaster Management Group
- Disaster Prevention Preparedness and Response
- Douglas Dashboard
- People Safety and Culture
- Recovery Manager

How can our community assist us

- Register to receive notices and updates via email or text
- Keep in touch on social media with Douglas Dashboard
- Join SES
- Volunteer for the community
- Actively engage with Council

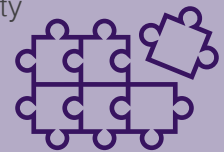




Image courtesy Tourism Tropical North Queensland

Assessment of Corporate Plan and Operational Plan

The Annual Report for a financial year must contain the Chief Executive Officer's assessment of the local government's progress towards implementing its five-year Corporate Plan and annual Operational Plan.

Assessment of Operating Performance

For 2024-2025, Council identified a broad range of projects that would benefit all communities across the Shire and continue to see firm strategic initiatives put in place to establish a sound foundation for the Shire's future.

Council's *Operational Plan 2024-2025* detailed the ongoing and recurring activities and major initiatives to be undertaken across Council. Success measures and timeframes were identified for the delivery of each initiative, and in recognising that most projects were completed by multidisciplinary teams, the Lead Department was also identified.

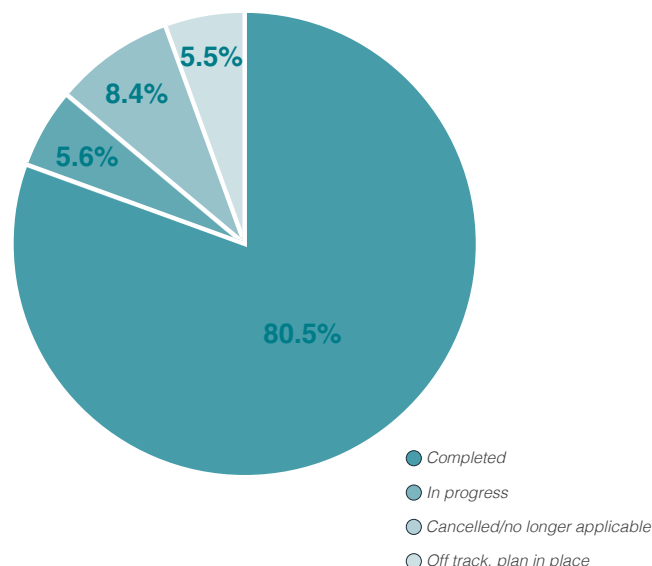
The Operational Plan links all projects to the Themes and Goals of the Corporate Plan, demonstrating the ongoing implementation of Council's strategic direction.

All programs and projects are fully funded through the Annual Budget 2024-2025. As in previous years, a public report detailing the progress of the Operational Plan was presented to Council each quarter.

In Council's *2024-2025 Operational Plan*, 36 activities were identified to progress the completion and implementation of the Corporate Plan 2019-2024. Council has developed a new Corporate Plan for 2025-2030.

Theme Outcome Summary

| Theme Outcome | Completed | In progress | Cancelled/ no longer applicable | Off track, plan in place |
|---|-----------|-------------|---------------------------------------|--------------------------------|
| 1. Celebrating our Communities | 5 | | | |
| 2. Fostering Sustainable Economic Growth | 7 | 1 | | |
| 3. Leading Environmental Stewardship | 11 | | 1 | |
| 4. Inclusive Engagement, Planning and Partnerships | 3 | | 2 | 1 |
| 5. Robust Governance and Efficient Service Delivery | 3 | 1 | | 1 |
| Total | 29 | 2 | 3 | 2 |



Council monitors progress against the Operational Plan via written reports and updates presented by the Chief Executive Officer to Council meetings at least 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, to reflect change in the environment and in response to current conditions.

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. |
| Goal 2 | We will deliver programs and services that protect and enhance the liveability of our beautiful Shire. |
| Goal 3 | We will develop programs that promote health, well-being, and safety in the community. |
| Goal 4 | We will promote arts and culture programs and events that bring vibrancy to the community and compliment the tourist experience. |

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. | 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. | Develop and deliver public art and placemaking initiatives that are community led. | Completed | Council-initiated public art project delivered through RADF, includes the completion of the Mosaic and Ceramic installation Front Street, Mossman. Yalanji Artist Banners (16) completed and presented, Front Street Mossman and Port Douglas Rd, Port Douglas. |
| 1.1.3 | Regional Arts Development Fund (RADF) | Review and improve the RADF program to address issues of inclusivity and accessibility. | The RADF program includes creatives from a wider range of arts, abilities, audiences, and target markets in the Douglas Shire. | Completed | The RADF program is in a continuous improvement model of operation. Issues of diversity and accessibility have been addressed in future funding rounds. |

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. | The LDMP is updated after risk assessments are completed. | Completed | LDMP updated and adopted by Council in November. Work is now proceeding on sub-plans in preparation for 2025-2026. |

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. | Facilitate Creative Recovery Workshops. Facilitate activities from the federally funded Tri Shire Creative Recovery Program. | Completed | 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. Creative Recovery Training delivered to 20+ local community service workers, arts practitioners, and cultural workers. |

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.

Outcomes

Public Art & Placemaking

- Mosaic and Ceramic installation Front Street, Mossman Council-initiated public art project delivered through Regional Arts Development Fund (RADF).
- Yalanji Artist Banners (16) completed and presented, Front Street Mossman and Port Douglas Road, Port Douglas.
- Local Disaster Management Plan adopted by Council in November 2024.
- Creative Recovery – healing communities and building resilience through creative engagement.
- Creative Recovery Training delivered to 20+ local community service workers, arts practitioners, and cultural workers.
- Assistance in the delivery of the Queensland Mental Health and Wellbeing Grants (auspice through Jabalbina Yalanji Aboriginal Corporation) awarded.



Image courtesy Tourism Tropical North Queensland

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. |
| Goal 2 | We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment. |
| Goal 3 | We will develop strategies that seek to diversify the Shire's economic base. |

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. | Economic Impact Analysis complete. | Completed | Completed March 2025, and data being used to support development of funding and support activities. Endorsed by Council 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. | Communications Plan complete. | Completed | With the end of the cyclone season approaching, disaster communications will wind down. 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). | Submit funding applications to relevant grant funding bodies and continue lobbying for funds for this project. | Completed | A Disaster Co-ordination, Community Recovery and Resilience Centre Funding Proposal has been developed. New opportunities to obtain funding are being sought. Lobbying of the Leichhardt Federal election candidates was unsuccessful. |
| 2.1.4 | Council building audit for disaster preparedness | Improve the capacity of Council assets to function during and after disaster events. | 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 | Funding of audit and works has been approved under the North Queensland Resilience Program and this work will be progressed through 2025-2026. Works to improve the use of the Daintree Village Hall as a place of refuge/recovery centre site have been awarded in Quarter 4. |
| 2.1.5 | Daintree Ferry – Replacement | Progress the design and approvals for a new Daintree Ferry. | Ferry ownership/operating model finalised. Ferry design and construct tender closed and being evaluated. | Completed | 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. | To build and operate a Splash Park located in Port Douglas. | In progress | Construction will be completed end of August and Grand Opening held during September school holidays. Delivery of Splash Park is item 1.1.1 in Operational Plan 2025-2026 |
| 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. | 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 now identified in TEQ's Destination 2045 plan. |

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. | Undertake an independent audit to maintain our current certification. | Completed | On-site audit completed in December. Final report received and response in progress. Council has until 30 June 2025 to respond to corrective actions. |

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.



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. |
| Goal 2 | We will implement programs that reduce and offset our environmental footprint. |
| Goal 3 | We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality. |
| Goal 4 | We will partner with the community to educate and monitor. |
| Goal 5 | We will recognise the contribution that Traditional Owners make to the protection of the environment. |

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. | Engagement with event organisers to encourage sustainable waste management at events. | Completed | Assistance is available for events and is included in Prescribed Activity. Applications to ensure organisers are aware the service is available. Recent events Council has been involved in such as Carnivale utilised sustainable waste management practices. This is an ongoing BAU program. |
| 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. | Implementation of the new pilot program "Choose to Reuse". | Completed | 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 BAU program for 2025-2026. |



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. | Complete removal of environmental waste particularly evident in the Degarra area and the Bloomfield Valley. | Completed | <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. | Program has been developed, implemented and progress monitored effectively. | Cancelled/ no longer applicable | <p>Degarra is covered by the Douglas Biosecurity Management Plan 2022-2026. A site-specific Biosecurity Management plan for the localised area of Degarra is not required as all works should be conducted in alignment with DSC's current management plan and the <i>Biosecurity Act 2014</i> General Biosecurity Obligations.</p> |
| 3.2.3 | | Deliver on Actions listed in the Action Plan. | Deliver on actions listed in the Action Plan. Continue progressing RGC grant funded projects until March 2026 end date. | Completed | <p>We continue to deliver on actions listed in our action plan including waste education and calculating Council's 2022/23 greenhouse gas inventory. 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, • Pre Erosion and Sediment Control program site visits and audit report. • Completed On-site Wastewater Treatment System funded project. <p>Ongoing work for the 2025/2026 year.</p> |
| 3.2.4 | Illegal dumping program | Continue the illegal dumping program through a combination of education, investigation, and enforcement. | Update the Illegal Dumping Strategy with the aim of moving towards a circular waste economy. | In progress | <p>The illegal dumping program continues to target illegal dumping and littering across the Shire. 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> |
| 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. | Council's Waste Reduction and Recycling Plan is updated. | In progress | <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> |

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. | Improve network monitoring and pressure management. | In progress | Pilot trial phase has been completed in the Port Douglas area. Network leak detection program is being finalised. Project for supply and installation of replacement meters and pressure monitoring devices has gone to market for delivery. |
| 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 2025-2026. | Progress second water intake for Mossman. Continue to implement water intake resilience planning and upgrades to improve water security and quality for the community. | In progress | Basis of design workshop completed, and procurement strategy confirmed with key stakeholders. Water extraction licence submitted and collaborating with Department of Local Government and Water and Volunteers on approval process. |

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. | Continue to implement Council's waste education program to increase recycling rates, reduce contamination and reduce waste to landfill. | Completed | Council's Resource Recovery Officer continues to undertake waste education to schools, businesses and community groups who request it. The Waste Education and Behaviour Change Plan for 25/26 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. | 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 | Council's water education program is progressing with facility based primary school education sessions planned for May and September. Implementing updates to our website infrastructure to enhance accessibility features and optimise user experiences related to educational resources. |
| 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. | Strategy complete and adopted by Council. | Completed | Eco-Creativity and Sustainability has been adopted by Council as a locally identified priority for the RADF Program. Eco-Creativity and Sustainability has been embedded in the DRAFT Arts Strategy. |

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. | | | | | |

Theme 4: Inclusive Engagement Planning and Partnerships

In delivering for our communities, economy and environment, Council 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. |
| Goal 2 | We will develop forward-looking strategies for the future of our communities, and we will ensure balanced and appropriate planning decisions. |
| Goal 3 | We will recognise the critical role that our partners play in planning and delivering vital programs and services. |
| Goal 4 | We will partner with the community to educate and monitor. |

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. | Restoration of Essential Public Assets (REPA) has commenced for both Council and TMR. | Complete | 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. | Planning Scheme amendments drafted and submitted for State Interest Review. | Complete | Meeting held with the planning consultant firm to revisit the scheme amendments and key areas of focus. The State has also released funding opportunities to assist Council's with scheme amendments which targets housing supply considerations. |
| 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. | Strategy completed. | Cancelled/ no longer applicable | A comprehensive crisis communications plan has been developed and is nearing completion. Minor changes have been made to the website to improve the user experience with future improvements being explored. |

Goal 2: 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 |
|-------|---|---|---|---------------------------------|--|
| 4.2.1 | 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. | Strategy is drafted and adopted by Council. | Cancelled/ no longer applicable | The 2024-2025 year focus has been on Creative Recovery and working on programs that support mental health through the arts. 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. |

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. | 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. | 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. |

Goal 4: We will partner with the community to educate and monitor.

| Operational Plan Initiative | Description | Target | Status | Updates |
|--|-------------|--------|--------|---------|
| No initiatives identified for 2024-2025. | | | | |



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

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. Governance objectives for the Corporate Plan have been achieved.

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. | A plan outlining the time frame for the development of the register is endorsed by Council. | Off track, plan in place | Working with Senior Leadership Team to develop register. |

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. | 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. |

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 Commence new certified agreement discussions | Negotiations for new certified agreement to begin in November 2024. | 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. |
| 5.4.2 Community Disaster Resilience Reserve | Investigate the establishment of a Community Disaster Resilience Reserve. | Seek grant funding to establish a storage space and relevant supplies. Liaise with the Queensland Evacuation Facilities Working Group. | Completed | 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 2025/26. Community engagement meetings were held throughout the Shire in late June 2025. |

| | | | | | |
|-------|------------------------------------|--|---|-------------|--|
| 5.4.3 | Update Douglas Resilience Strategy | Update the Douglas Resilience Strategy to prepare for future impacts of disaster events. | Update the Douglas Disaster Resilience Strategy and scorecards. Delivery of community education and awareness programs to increase community preparedness. | In progress | 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. 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. |
| 5.4.4 | Bloomfield Valley Plan | Collaborate with neighbouring Councils to strengthen FNQ cross-border relations. | 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, preparedness, response and recovery when a disaster occurs.</p> |



Workforce Profile

Employee Statistics FY 2024-2025

| | Female | Male |
|-----------------------------------|--------|------|
| Employee Gender | 103 | 122 |
| Ethnicity | | |
| Aboriginal | 2 | 8 |
| Aboriginal/Torres Strait Islander | 2 | 6 |
| Not Disclosed | 99 | 108 |
| Disability | 1 | 1 |
| English as a second language | 4 | 1 |
| Age Profile | | |
| <25 | 4 | 3 |
| 25-34 | 13 | 17 |
| 35-44 | 22 | 26 |
| 45-54 | 31 | 49 |
| 55-64 | 23 | 27 |
| >65 | 3 | 5 |



| Tenure | Number of Staff |
|-------------|-----------------|
| 0-5 Years | 132 |
| 5-10 Years | 44 |
| 10-15 Years | 18 |
| 15-20 Years | 16 |
| 20-25 Years | 21 |
| 25-30 Years | 5 |
| 30+ Years | 1 |

Work Health and Safety Statement

Council's Workplace Health and Safety team has a strong commitment to ensuring its workplaces are safe, and that the organisation has a proactive safety culture.

Over the last 12 months, our safety management system has continued to improve, focusing on streamlined safety processes to mitigate health and safety risks, manage our incidents effectively, and develop prevention programs.

The organisation has also undertaken a significant review of its position on staff well being and maintaining positive psycho-social health in the workplace.

Additionally, Council undertook initiatives to identify psychosocial hazards in our workplaces and ensure that we have strategies in place to support work groups at higher risk, as well as individuals.



Think you have what it takes to work for Council?

Douglas Shire Council provides the opportunity to be part of an organisation with an energetic and collaborative approach and a commitment to meeting the expectations of customers and the communities of Douglas.

To find out more, visit: douglas.qld.gov.au/council-information/employment-at-council/

Statutory Information

This section of the report contains information which is prescribed by the *Local Government Act 2009* and *Local Government Regulation 2012* to be disclosed in Council's Annual Report for the period.

Local Government Act 2009

Section 41 Identifying Beneficial Enterprises

Section 41 of the *Local Government Act 2009* provides that the Annual Report must contain a list of all the beneficial enterprises that the local government conducted during the financial year.

Douglas Shire Council did not conduct any beneficial enterprises within the 2024-25 financial year.

Section 45(b) Identifying Business Activities

Section 45(a) of the *Local Government Act 2009* provides that the Annual Report must contain a list of all the business activities that the local government conducted during the financial year.

The business activities conducted during 2024-25:

- Water and Sewer
- Waste
- Ferry operations
- Caravan parks
- Markets
- Planning Certifications

Section 45(b) of the *Local Government Act 2009* provides that the Annual Report must identify the business activities that are significant business activities. None of the above activities satisfied the statutory threshold for classification as a significant business activity.

Section 45(c) Competitive Neutrality principle

Section 45(c) of the *Local Government Act 2009* provides that the Annual Report must state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied.

The competitive neutrality principle was not applied, since Council does not have any significant business activities.

Section 201 Remuneration Payable to Senior Contract Employees

Section 201(1)(a) of the *Local Government Act 2009* provides that the Annual Report must state the total of all remuneration packages that are payable to the senior management of the local government. The senior management, of a local government, consists of the Chief Executive Officer and all senior executive employees. The remuneration packages include base salary, superannuation and allowances as at 30 June 2025.

Total of all Remuneration Packages Payable \$724,195.

| Band | Number of Senior Management |
|-----------------------|-----------------------------|
| \$100,000 - \$200,000 | 0 |
| \$200,000 - \$300,000 | 3 |

Local Government Regulation 2012

Section 183 Financial Statements

The general-purpose financial statement for the financial year 2024-2025 are located on pages 55-92 of this report.

The current-year financial sustainability statement for the financial year 2024-2025 is shown on page 88.

The long-term financial sustainability statement for the financial year 2024-2025 is on page 89.

The Auditor-General's audit reports about the general-purpose financial statement and the current year financial sustainability statement is shown on pages 85-91.

Section 184 Community Financial Report

The Community Financial Report for the financial year is shown on page 48.

Section 185 Particular Resolutions

Section 185(a) of the *Local Government Regulation 2012 (LGR)* provides that the Annual Report must contain a copy of the resolutions made during the financial year under s 250(1) of the LGR (adoption of an expenses reimbursement policy).

Section 185(b) of the *Local Government Regulation 2012* provides that the Annual Report must contain a list of any resolutions made during the financial year under s 206(2) of the LGR (threshold for non-current physical asset to be treated as an expense). There were no particular resolutions for the financial year 2024-2025.

Section 186 Councillors

The Annual Report must contain particulars of Councillors such as total remuneration, superannuation, expenses, facilities provided, meetings attended and total orders during the financial year.

Section 186(1)(a) Councillor Remuneration

The amount of remuneration paid to Local Government Councillors is determined by the Local Government Remuneration Commission (the Commission).

The Commission has determined that Douglas Shire Council is a Category 1 Council and the following annual remuneration amounts applied to Category 1 Councils during the period 1 July 2024 to 30 June 2025.

The total remuneration paid to each Councillor and the total superannuation contribution paid on behalf of each Councillor during the period 1 July 2024 to 30 June 2025 is:

| Mayor | Deputy Mayor | Councillors |
|-----------|--------------|--------------|
| \$124,157 | \$71,629 | \$62,078 x 3 |

Councillor Remuneration Superannuation

2024-2025 Financial Year

| Councillor | Remuneration | Superannuation |
|---------------|--------------|----------------|
| A F Noli | 61,587 | 7,090 |
| D G Meadows | 61,586 | 7,084 |
| L J Scomazzon | 121,005 | 14,522 |
| M J Rees | 61,586 | 7,095 |
| R C Zammataro | 69,810 | 8,038 |
| Grand Total | 375,573 | 43,828 |

Section 186(1)(b) Councillor Expenses

A Councillor Expenses Reimbursement Policy was adopted by Council on 30 June 2020 and is due for review in 2025/2026.

The policy provides for the reimbursement of reasonable expenses incurred by Councillors, when discharging their duties and responsibilities as Councillors, and the provision of facilities necessary to undertake their roles.

The table shows the expenses incurred by Councillors in the 2024-2025 financial year.

| | Mayor Lisa Scomazzon | Councillor Roy Zammataro | Councillor Abigail Noli | Councillor Damian Meadows | Councillor Michael Rees | Total |
|-------------------|----------------------|--------------------------|-------------------------|---------------------------|-------------------------|--------|
| Accommodation | 5,923 | 1,050 | 496 | 2,545 | 1,428 | 11,443 |
| Conference | 4,654 | 1,255 | 1,586 | 3,759 | 2,850 | 14,104 |
| Meals/hospitality | 910 | 74 | 46 | 91 | 160 | 1,282 |
| Office | 242 | | | | | 242 |
| Telecoms | 602 | 602 | 602 | 602 | 602 | 3,012 |
| Travel | 3,439 | 812 | 146 | 609 | 641 | 5,647 |
| Vehicle | | 360 | 930 | | | 1,289 |
| Grand Total | 15,770 | 4,153 | 3,807 | 7,606 | 5,682 | 37,018 |

In addition to the above, Mayor Lisa Scomazzon's FBT expense for the FBT year ending 31 March 2025 was \$6410.06.

All Councillors were provided refreshments at Council workshops and meetings.

Section 186(1)(c) Councillor Meeting Attendance

As required under s 186(1)(c) of the LGR, the table below details the number of Local Government Meetings each Councillor attended during the 2024-25 financial year.

| Councillor | Ordinary Meetings | Special Meetings | Statutory Meeting | Special Budget Meeting |
|---------------------------|-------------------|------------------|-------------------|------------------------|
| Mayor Lisa Scmazzon | 12 | 2 | 0 | 0 |
| Councillor Roy Zammataro | 12 | 2 | 0 | 0 |
| Councillor Abigail Noli | 12 | 2 | 0 | 0 |
| Councillor Damian Meadows | 12 | 2 | 0 | 0 |
| Councillor Michael Rees | 12 | 2 | 0 | 0 |

Section 186(1)(d)-(k) Councillor Conduct

The *Local Government Act 2009* sets out the roles, responsibilities, and obligations of Councillors. Complaints about the conduct of Councillors are to be made, or referred, to the Independent Assessor for investigation.

In accordance with s 186(1)(d) to (k) of the LGR, Councillor conduct complaints, referrals, notices, decisions, orders and recommendations during the financial year are shown in the tables below:

Number of Councillor Conduct Tribunal

| Subsection of the <i>Local Government Act 2009</i> | Description | Number |
|--|---|--------|
| 150I(2) | Orders made about unsuitable meeting conduct | 0 |
| 150IA(2)(b) | Orders made about unsuitable meeting conduct of chairperson | 0 |
| 150AH(1) | Orders made for inappropriate conduct | 0 |
| 150AR(1) | Decision, orders and recommendations made for misconduct | 0 |

Number of Councillor Conduct Complaints, Notices and Referrals

| Subsection of the <i>Local Government Act 2009</i> | Description | Number |
|--|---|--------|
| 150P(2)(a) | Complaints referred to the Assessor by a local government, a councillor or the Chief Executive Officer of the local government | 0 |
| 150P(3) | Matters referred to the Crime and Corruption Commission by the local government | 0 |
| 150R(2) | Notices given by a local government official to the Assessor about a councillor's conduct | 0 |
| 150S(2)(a) | Notices of misconduct given to the Assessor by the local government | 0 |
| 150AF(3)(a) | Occasions information was given to the Assessor for a preliminary assessment under division 3A | 0 |
| Chapter 5A, part 3, division 5 | Occasions the local government asked another entity to investigate the suspected conduct of a councillor | 0 |
| Chapter 5A, part 3, division 6 | Applications heard by the conduct tribunal about whether a councillor engaged in misconduct or a conduct breach | 0 |
| 150AC(1) | The total number of referral notices given to the local government | 0 |
| 150AEA | For suspected conduct breaches the subject of a referral notice mentioned in s 186(1)(g) <ul style="list-style-type: none"> the total number of suspected conduct breaches; and the total number of suspected breaches for which an investigation was not started or was discontinued under section 150AEA of the LGA | 0 |
| 150AG(1) | The number of decisions about a conduct breach made by the local government | 0 |
| 150AG(1) | The number of matters about a conduct breach not decided by the end of the financial year | 0 |
| 150AG(1) | The average time taken by the local government in making a decision about a conduct breach | 0 |

There were no complaints recorded against Councillors in the 2024-2025 financial year.



Section 188 Overseas Travel

The Annual Report must contain information about any overseas travel made by a Councillor or Local Government employee in an official capacity.

No overseas travel was undertaken by a Councillor or Council employee in an official capacity during the 2024-2025 financial year.

Section 189(2) Councillor Discretionary Funds

- Councillors are not provided with discretionary funds enable them to allocate budget.
- Funding was not therefore provided to community organisations from this source.
- There is nothing to report.

Section 187 Administrative Action Complaints

Council respects the right of individuals to lodge a complaint about Council and its agents and is committed to managing complaints fairly, objectively, professionally, respectfully and, subject to any legal requirements, in confidence.

Under the *Local Government Act 2009*, issues that are within the scope of Administrative Action Complaints about the Council include:

- a decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision,
- an act, or a failure to act,
- the formulation of a proposal or intention, or
- the making of a recommendation.

Council is committed to dealing fairly and responsibly with all complaints and the complaints process is established to:

- treat complaints about decisions and other administrative actions of the council and complaints about minor breaches fairly, efficiently and consistently
- provide a complaints process that is easy to understand and readily accessible to all

- detect and rectify administrative errors, where appropriate
- identify areas for improvement in the council's administrative practices
- increase awareness of the complaints process for Council's employees and the community enhance the community's confidence in the complaints process and the reputation of the Council as being accountable and transparent; and
- build employees' capacity to effectively manage complaints in an environment of continuous improvement.

How the complaints management process is implemented

Consistent with the obligations under the *Local Government Act 2009* Douglas Shire Council has adopted a Council endorsed policy and procedure for the management of administrative action complaints across the organisation.

Complaints are managed through a five step process.

| |
|--|
| Step 1: Receive and record complaint in writing |
| Step 2: Assign complaint and forward to relevant manager for investigation |
| Step 3: Manager investigation and response/report back |
| Step 4: Internal review by the Governance unit |
| Step 5: External Review |

Administrative Action Complaints Number

| | |
|---|----|
| The number of Administrative Action Complaints made to the local government | 20 |
| The number of Administrative Action Complaints resolved by the local government under the complaints management process | 20 |
| The number of Administrative Action Complaints not resolved by the local government under the complaints management process | 0 |
| The number of Administrative Action Complaints not resolved by the local government under the complaints management process that were made in a previous financial year | 0 |

Section 189 Grants to Community Organisations

Council recognises that supporting organisations, groups, and individuals with financial (grants, sponsorship) and non-financial (in-kind) assistance helps develop and deliver community programs, activities and events that provide artistic, cultural, sporting, recreational, environmental outcomes, and social and economic benefits in the Douglas Shire.

Major Grants

| Organisation Name | Project Title | Grant Awarded (ex GST) |
|---|--|------------------------|
| Port Douglas Community Service Network Inc. | Community Development Conference, November 2025 | \$10,000 |
| Maconi Wave Inc (Douglas FM 101.5) | Outreach radio broadcasting program/skills development | \$1,000 |
| Douglas United Football | Solar power installation | \$8,000 |
| Goobidi Bamanga Community Advancement Cooperative Society Limited | NAIDOC 50 year celebration events | \$10,000 |
| Douglas Shire Community Services Association | Light Up The Park – promoting community connectedness | \$10,000 |
| Mossman & District Show Society Incorporated | 2025 Mossman Show Ball | \$10,000 |

Micro Grants

| Organisation Name | Project Title | Grant Awarded (ex GST) |
|-----------------------------------|--------------------------------------|------------------------|
| Mossman Youth Services | NAIDOC Youth Event | \$1,000 |
| Mossman Botanical Gardens | Circle of Plenty | \$1,000 |
| QCWA Port Douglas | Painting improvement | \$1,000 |
| Mossman Support Services | Midday Movie Seniors | \$1,000 |
| Paws and Claws | Renew signage | \$910 |
| University of the Third Age (U3A) | Supplementary sign | \$631 |
| Daintree Marketing | Entertainment for CREB track opening | \$1,000 |

Fee Waive or Reduction/In kind/Sponsorship

| Organisation Name | Project Title | Grant Awarded (ex GST) |
|-----------------------------------|---|------------------------|
| Mossman Botanical Gardens | Fee Waive - Mowing/slashing 24-70 Foxton Avenue | \$2,682 |
| Port Douglas Wedding and Hire | Fee Waive - Sugar Wharf for funeral | \$333 |
| Community Health Mossman Hospital | Fee Waive - Mossman Shire Hall | \$7,020 |
| Port Douglas Neighbourhood Centre | Fee Waive - Sugar Wharf for conference | \$1,663 |
| Mossman Support Services | Fee Waive - Movie screen | \$1,842 |





Resource and Performance Agreements

Council provides assistance to commercial organisations through funding towards an events or projects aligned with the Corporate Plan objectives. This funding is available to an established event and can lead to an ongoing Resource and Performance Agreement over a number of years.

| Organisation Name | Purpose | In-Kind Support | Actual Funding |
|------------------------------------|-----------------------------------|-----------------|-------------------|
| Port Shorts Film Festival Inc | Port Shorts Film Festival | \$5,000 | \$20,000 ex. GST |
| Connect Sport Australia | Port Douglas Gran Fondo Festival | \$5,000 | \$75,000 inc. GST |
| Douglas Shire Historical Society | Assistance with upkeep of museum | \$0 | \$5,000 |
| Douglas Theatre Arts group – Clink | Assistance with upkeep of theatre | \$0 | \$5,000 |
| Tourism Port Douglas Daintree | Tourism and Destination Marketing | \$0 | \$500,000 |

Regional Arts Development Fund (RADF)

The Regional Arts Development Fund (RADF) is a partnership between state and local governments which invests in quality arts and cultural experiences across Queensland based on locally determined priorities.

RADF promotes the importance of arts, culture and heritage as essential elements that drive diversity, inclusivity, and regional strength. All projects are endorsed by Council and grants can be allocated to eligible organisations and individuals.

| Organisation name | Project Title | Grant Awarded (ex GST) |
|----------------------|---|------------------------|
| WePop Creative QLD | Social Media Essentials | \$1,117 |
| WePop Creative QLD | Write.Record.Release | \$1,717 |
| WePop Creative QLD | Creative Marketing Essentials | \$1,117 |
| Alison George | Stories of the Artists of Yalanji Arts | \$5,000 |
| David Pyke | Composition of String Orchestra Work on the Mowbray River | \$5,000 |
| Victoria Park | Submergence | \$5,000 |
| Ray Lafragua | Believe | \$5,000 |
| Douglas Theatre Arts | Music Theatre and TV Presenter Workshop | \$5,000 |
| Gillian Vance | Upcycling for All | \$5,000 |
| Crystal Leonardi | Douglas Shire Book Festival | \$5,000 |
| Robyn Ross | Grandpa and Joe | \$5,000 |

Section 190 Other Contents

Section 190(1)(d) Action taken for, and expenditure on, a service, facility or activity

Section 190(1)(d) of the LGR requires Council to report details of any action taken in relation to, and expenditure on, a service, facility, or activity:

- (i) Supplied by another local government under an agreement for conducting a joint government activity; and
- (ii) For which the local government levied special rates or charges for the financial year.

Council had no details to report for the 2024-25 financial year under this section. Nothing to report.

Section 190(1)(e) Changes to Tenders

Section 190(1)(e) of the LGR requires that the local government's Annual Report include the number of invitations to change tenders under s 228(8) of the LGR during the financial year.

There were no invitations to change tenders made during the 2024-2025 financial year.

Section 190(1)(f) List of Key Registers

Section 190(1)(f) of the LGR requires that the local government's Annual Report include a list of the

registers kept by the local government. Some of these registers are publicly available on the website:

- Administrative Action Complaints Register
- Asset Register
- Authorised Persons Register
- Conflict of Interest Register
- Contract Register
- Corporate Risk Register
- Councillor Conduct Register
- Delegations Register – Council to CEO
- Delegations Register – CEO to staff
- Gifts and Benefits Register
- Local Laws Register
- MNDB Register
- Policy Register
- Register of Fees and Charges
- Register of Interests of Councillors
- Register of Interests of Key Management Personnel
- Register of Pre-Qualified Suppliers for Wet Plant Hire
- Register of Pre-Qualified Suppliers for Electrical, Plumbing and Trades Maintenance
- Register of Sole and Specialised Suppliers
- RTI and Disclosure Log Register.

Section 190(1)(g) Concessions for Rates and Charges

Section 190(1)(g) of the LGR requires that the local government's Annual Report include a summary of all concessions for rates and charges granted by the local government.

Current Concessions

Pensioner Remission – the rebate is up to 40% of the General Rate to a maximum of \$1,350.00pa.

Rates Based Financial Assistance (Not for Profit Recreation, Sporting and Community Groups) – is 100% General Rates and 50% sewerage.

Conservation Rebate – 50% General Rates if over 50% of property is covered under the *Nature Conservation Act 1992*.

Conservation Rebate – 35% of General Rates if under 50% of property is covered by the *Nature Conservation Act 1992*.

Permits to Occupy Land on the Daintree River (Fishing Huts) – the rebate is 50% of General Rates.

Current Special Charges

Rural Fire Brigades (per rateable assessment per financial year):

| | |
|---------------------------------------|---------|
| • Mowbray Valley Rural Fire Brigade | \$50.00 |
| • Daintree Rural Fire Brigade | \$15.00 |
| • Thornton Peak Rural Fire Brigade | \$8.00 |
| • Wonga Rural Fire Brigade | \$35.00 |
| • Bloomfield River Rural Fire Brigade | \$25.00 |

Refuse Disposal: \$225.98 per unit on each rateable assessment that does not receive the Council kerbside waste and recyclables collection service.

Section 190(1)(h) Internal Audit

Report on the internal audit for the financial year

Section 190(1)(h) of the LGR requires that the local government's Annual Report include the report on the Internal Audit for the financial year.

Council's Audit Committee has the principal objective to assist Council to fulfill its corporate governance role and oversight responsibility relating to accounting and reporting practices.

Council's internal audit function is established through a 'co-sourced' service delivery arrangement with an external agency to provide an independent and objective assessment and evaluation of control measures to manage Council's operational risks.

This arrangement provides us with access to extensive expertise and skills, seamless service delivery and an opportunity to mentor, build capacity and drive performance.

A risk-based approach was used when developing our Internal Audit Plan to direct internal audit focus to areas of higher risk.

Council has established an Internal Audit function in accordance with s207 of the *Local Government Regulation 2012*.

Findex (Aust) Pty Ltd T/A Crowe Australasia was appointed as Council's Internal Auditor to provide internal audit services for Council for 2023 to 2025.

For the 2024-25 financial year an Internal Audit review was conducted on:

- Data Collection and Management
- Recruitment Practices

A third review into asset management commenced during the financial year but was a work in progress as at June 2025.

Sections 190(1)(i) and (j) Competitive Neutrality Complaints

Section 190(1)(i) of the LGR requires that the local government's Annual Report include a summary of investigation notices given in the financial year under s 49 of the LGR for competitive neutrality complaints and the local government's responses in the financial year on the Queensland competition Authority (QCA) recommendations on any competitive neutrality complaints under s 52(3) of the LGR.

During the 2024-25 financial year Council was not in receipt of any investigation notices under s 49 of the Local Government Regulation 2012. Council was not in receipt of any QCA recommendations on any competitive neutrality complaints under s 52(3) of the *Local Government Regulation 2012*.

Public Sector Ethics Act 1994

The *Public Sector Ethics Act 1994* requires that the Annual Report of each public sector entity, including a local government, must include an implementation statement giving details of the action taken during the reporting period to comply with the following sections:

Section 15 (Preparation of codes of conduct)

Council has a Code of Conduct for employees which incorporates the ethics, principles and obligations under the *Public Sector Ethics Act 1994*.

A copy of the Code of Conduct is available on Council's website.

Section 21 (Education and training)

Compulsory Code of Conduct training continues to be rolled out with all new employees during the financial year.

Section 22 (Procedures and practices of public sector entities)

Council is committed to ensuring a workplace free of discrimination and harassment. Council has three policies in place including:

- Workplace Health and Safety General Policy – supported by a robust framework of procedures, practices, audits, reporting and review mechanisms
- Equal Employment Opportunity (EEO) and Workforce Diversity General Policy
- Unacceptable Complainant Conduct Handling Policy and procedure.



Community Financial Report

The Annual Report must contain the community financial report for the financial year.

Council's general purpose financial statements are for the period, 1 July 2024 to 30 June 2025, and have been prepared in accordance with the requirements of the *Local Government Act 2009*, the *Local Government Regulation 2012* and Australian Accounting Standards and Interpretations. They have also been audited by the Queensland Audit Office.

This community financial report provides a summary of the financial statements with the aim of providing understandable information to the members of our community.

The financial statements include the following:

- **Statement of Comprehensive Income** – includes Council's operating and capital revenue and operating and capital expenses for the period.
- **Statement of Financial Position** – provides details of Council's current and non-current assets and liabilities.
- **Statement of Changes in Equity** – identifies movements in Council's equity balance.
- **Statement of Cash Flows** – shows the movement in Council's cash position during the period and excludes all non-cash items such as depreciation.
- **Notes to the Financial Statements** – provide details of significant accounting policies and supporting information relating to the major statements, including a detailed breakdown of property, plant and equipment.
- **Measures of Financial Sustainability** – provide sustainability indicators designed to help monitor the current and long-term sustainability of Council.

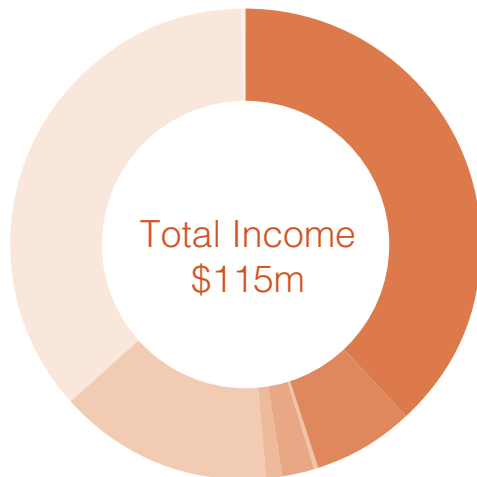
Financial Statements for the period, 1 July 2024 to 30 June 2025, at a glance

| | |
|--------------------------------------|----------------------|
| Operating Revenue | \$67,575,593 |
| Operating Expenses | (\$66,736,149) |
| Operating Position | \$839,444 |
| Capital Revenue | \$47,529,589 |
| Capital Expenses | (\$1,676,530) |
| Net Result | \$46,692,503 |
| Current Assets | \$79,610,873 |
| Non-Current Assets | \$572,851,402 |
| Total Assets | \$652,462,274 |
| Current Liabilities | \$52,690,972 |
| Non-Current Liabilities | \$4,359,066 |
| Total Liabilities | \$57,050,039 |
| Net Community Assets (Equity) | \$595,412,235 |



Statement of Comprehensive Income

The following graph and table show the composition of Council's income for the reporting period.



| | |
|---|----------|
| ● Rates, levies and charges | \$43.9m |
| ● Fees and charges | \$8.0m |
| ● Rental income | \$0.34m |
| ● Interest received | \$2.7m |
| ● Other recurrent revenue | \$1.33m |
| ● Grants, subsidies, contributions and donations (excluding disaster) | \$16.8m |
| ● Grants – disaster related | \$41.83m |
| ● Other capital income | \$0.2m |

| Income by percentage | |
|---|----------------|
| Rates, levies and charges | 38.15% |
| Fees and charges | 6.92% |
| Rental income | 0.30% |
| Interest received | 2.35% |
| Other recurrent revenue | 1.16% |
| Grants, subsidies, contributions and donations Excluding Disaster related | 14.58% |
| Grants disaster related | 36.35% |
| Other capital income | .19% |
| | 100.00% |

Grants, subsidies, contributions and donations & Grants disaster related

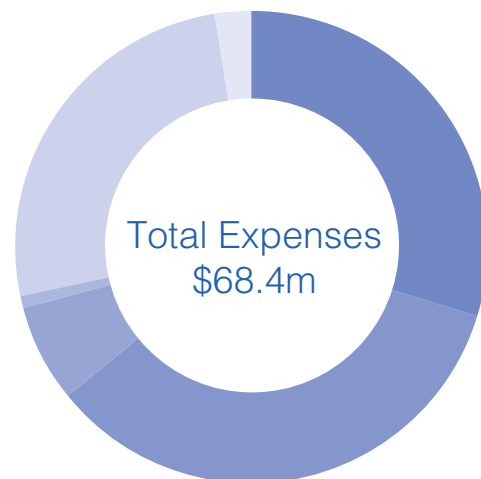
Includes capital grants, subsidies, contributions and donations; this includes \$41.5 million for the restoration of damage to roads and infrastructure caused by Tropical Cyclone Jasper and \$221,000 for assets contributed by developers. For the year ended 30 June 2025, Council had also received \$8.9 million for the Financial Assistance grant which included a \$3.1 million prepayment for the 2025/2026 grant.

Other Capital Income

Includes landfill provision adjustments and revaluation up of property, plant and equipment.

Further details regarding income can be located in notes 3 to 5 of the financial statements.

The following graph and table show the composition of Council's expenses for the reporting period. A portion of \$4.7 million has continued to be spent on disaster related activities.



| | |
|---|---------|
| ● Employee benefits | \$20.5m |
| ● Materials and services (excluding disaster) | \$23.4m |
| ● Materials and services – disaster related | \$4.7m |
| ● Finance costs | \$0.5m |
| ● Depreciation and amortisation | \$17.6m |
| ● Capital expenses | \$1.7m |

| Expenses by percentage | |
|---|---------|
| Employee benefits | 30.03% |
| Materials and services | 34.17% |
| Materials and services disaster related | 6.90% |
| Finance costs | 0.66% |
| Depreciation and amortisation | 25.79% |
| Capital expenses | 2.45% |
| | 100.00% |

Further details can be located in notes 6 to 9, note 13 and 14 of the financial statements.

Operating Position

Council's operating position reflects its ability to meet day-to-day operating costs from its operating revenue. This includes its ability to fund the depreciation of assets.

It is determined by deducting operating expenses from operating revenue and shows an operating surplus of \$839,400, compared to a revised budgeted operating deficit of \$534,800.

The events that have had significant impact on this result: Depreciation has increased as a result of the increase in Council's property, plant and equipment balances. The increase in asset values can be attributed to a combination of the requirement to index asset values to reflect inflation and the increased capital works due to Tropical Cyclone Jasper. The change in timing for the payment of the Financial Assistance Grant whereby Council has received a 50% payment in advance for the 2025-2026 grant.

As below, the variance of \$1.4 million is mainly due to a number of items of operating revenue and expenditure that were not anticipated when the revised budget was adopted:

- Net rates and utility charges are \$149,000 above budget, primarily due to some property growth and increased water usage.

- Fees and Charges are below budget \$473,000.
 - Daintree Ferry under budget \$161,000 primarily due to a reported slower rebound of the tourism season.
 - Mossman Pool and Van Park below budget \$49,000, and Wonga Beach Van Park below budget \$64,000, due to some restrictions on site availability and reported slow start to tourism season.
 - Building and property fees \$234,000 below budget, due to the withdrawal of an application and slowing in applications for building services.
 - Refuse fees above budget \$30,000.
- Grants and subsidies were \$1.4 million above budget. As mentioned previously, the 50% prepayment of the 2025-2026 Financial Assistance Grant of \$3 million dollars was received. This has been offset by the final payments for Tropical Cyclone Jasper Insurance and emergent works yet to be received.
- Interest received was above budget \$765,000, primarily due to the ongoing increased interest rates and cash holdings from the 30% grant deposit for reconstruction works.
- Other recurrent income is \$61,000 above budget.
- Employee benefits were below budget \$1.3 million. This was primarily due to unfilled positions which has been partially offset in Materials and Services. At 30 June 25 Council had engaged 173 full-time, 28 part-time, 14 casual employees and 5 elected members.
- Materials and services expenditure were above budget by \$891,000. The use of temporary staff to replace unfilled positions mentioned above and inflationary pressures also contribute to this variance.
- Finance costs were above budget by \$352,000 due to the re-estimation calculation for the landfill provision.
- An increase in depreciation of \$572,000 above budget is primarily due to a combination of the requirement to index asset values to reflect inflation and the increased capital works due to Tropical Cyclone Jasper.

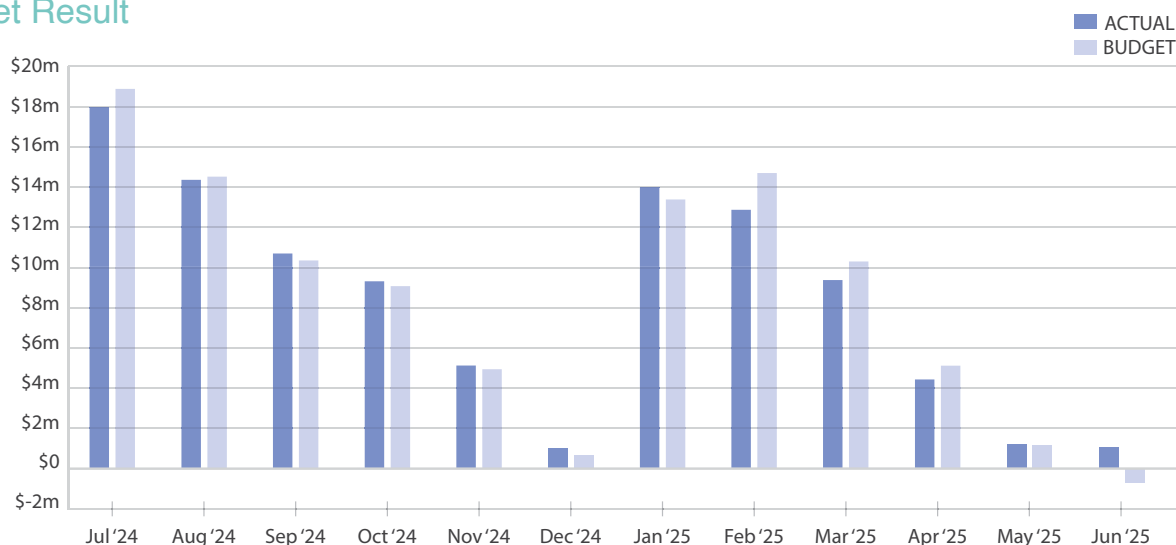


The following table provides details of Council's budgeted operating result compared to the actual result for the reporting period.

| Douglas Shire Council Budget vs Actuals for the 2024-2025 Financial Year | Budget (\$) | Actuals 2024-2025 Audited Financial Statements (\$) |
|---|-------------------|--|
| Operating Revenue | | |
| Net rates and utility charges | 43,772,200 | 43,921,119 |
| Fees and charges | 8,434,506 | 7,962,247 |
| Grants and subsidies | 9,930,203 | 11,312,777 |
| Interest received | 1,938,902 | 2,704,324 |
| Other recurrent income | 1,613,650 | 1,675,126 |
| Total Operating Revenue | 65,689,461 | 67,575,593 |
| Operating Expenses | | |
| Employee benefits | 21,848,491 | 20,545,411 |
| Materials and services | 27,204,946 | 28,096,182 |
| Depreciation | 17,072,227 | 17,644,227 |
| Finance costs | 98,599 | 450,329 |
| Total Recurrent Expenses | 66,224,263 | 66,736,149 |
| Operating Result | (534, 802) | 839,444 |

The following graph shows Council's budgeted year to date operating result compared to its actual year to date operating result on a month-by-month basis for the reporting period.

Net Result



Council's net result is determined by deducting total expenses (operating expenses and capital expenses) from total income (total revenue and capital income). The overall net result is a Surplus of \$46.7 million. This surplus has occurred primarily due to the receipt of grant funding for the reconstruction works associated with Tropical Cyclone Jasper and the subsequent rain event. This result includes some items of revenue which are restricted as follows:

- Developer contributions – cash contributions made by developers to fund future infrastructure assets

have restrictions placed on their use and are constrained.

- Other constrained revenue – raised from other sources, for example grant funds provided for a specific purpose.

It also includes non-monetary values such as:

- Gain/Loss on disposal/write-off of non-current assets.

Adjustments to the value of Council's landfill restoration provision – as a result of a re-estimation of the future cost to restore the landfill sites.

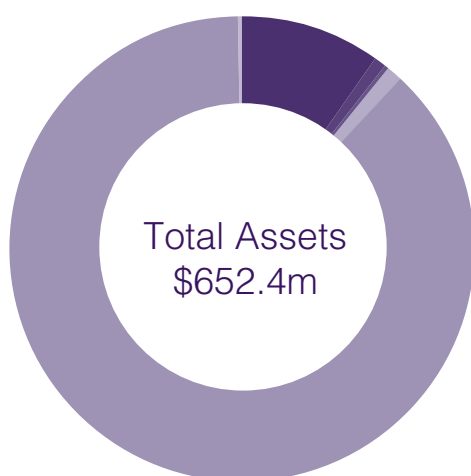
Statement of Financial Position

Assets

Council assets, as at 30 June 2025, total \$652.4 million. This includes \$79.6 million of current assets (cash and other assets that are expected to be converted to cash or consumed within a year) and \$572.8 million of non-current assets. Property, plant and equipment makes up 87.8% of total assets.

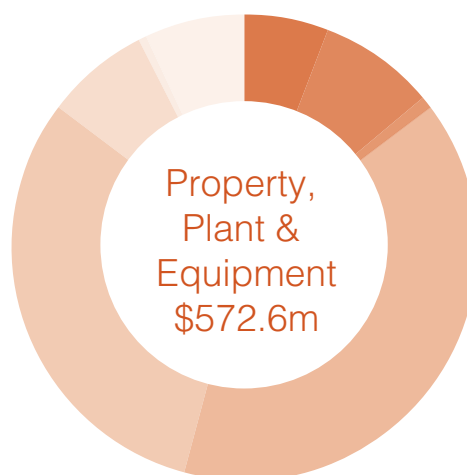
Current assets consist of cash and cash equivalents, investments (short term deposits), trade and other receivables, prepayments, grant funds earned but not yet received (contract assets), inventories and assets held for sale. Non-current assets consist of long-term assets like property, plant and equipment, including capital works in progress.

The following graph shows the composition of Council's assets.



| | |
|---------------------------------|----------|
| ● Cash and cash equivalents | \$63.7m |
| ● Trade and other receivables | \$6.7m |
| ● Pre-payments | \$0.5m |
| ● Contract assets | \$8.6m |
| ● Inventories | \$0.1m |
| ● Property, plant and equipment | \$572.6m |
| ● Right use of assets | \$0.2m |

The following graph shows the composition of property, plant and equipment.



| | |
|--|----------|
| ● Land and land improvements | \$34.1m |
| ● Buildings and other structures | \$45.67m |
| ● Plant and equipment | \$5.5m |
| ● Office furniture and fittings | \$0.03m |
| ● Transport assets | \$225.0m |
| ● Water, sewerage and solid waste disposal | \$179.0m |
| ● Drainage | \$40.4m |
| ● Marine | \$3.5m |
| ● Work in progress | \$39.4m |

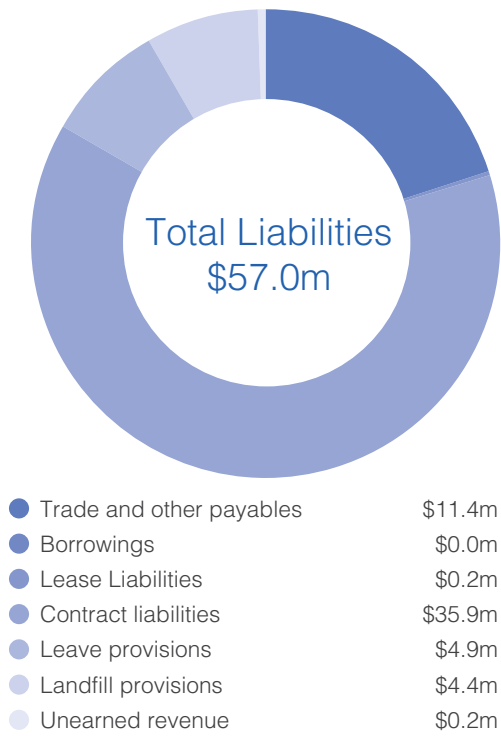
Further details can be located in notes 10 to 15 of the financial statements.



Liabilities

Total liabilities, as at 30 June 2025, are \$57 million. This includes \$52.7 million of current liabilities (due to be settled within twelve months) and \$4.3 million of non-current liabilities. Liabilities mostly consist of amounts owing to suppliers, amounts owing to employees for leave entitlements and provision for the future cost of restoring landfills.

The following graph shows the composition of Council's liabilities.



Further details can be found in notes 15 to 17 of the notes to the financial statements.

Community Equity

Council's total community equity, as at 30 June 2025, is \$595.4 million and represents Council's asset revaluation surplus of \$133.2 million (increase in values of property, plant and equipment as a result of comprehensive revaluations) and retained surplus of \$462.2 million. This is determined by deducting the value of total liabilities from the value of total assets.

Further details can be found in note 18 of the notes to the financial statements.

Borrowings and Repayments

During the period Council did not apply for any new loans, therefore the loans balance as at 30 June 2025 is \$0 and Council's debt per rateable property is \$0.



Measures of Financial Sustainability

Below displays the current-year Financial Sustainability Statement of audited ratios for the year ended 30 June 2025.

| Type | Measure | Target (Tier 5) | Actual Current Year | 5 Year Average | Council Narrative |
|------------------------------|---------------------------------------|-------------------------------------|---------------------|----------------|--|
| Council | | | | | |
| Liquidity | Unrestricted Cash Expense Cover Ratio | Greater than 4 months (single year) | 6.81 | N/A | Council has sufficient unrestricted cash to contribute toward the cost of future planned and unplanned expenditures. |
| Operating Performance | Operating Surplus Ratio | Greater than -2% (5 year average) | 1.66% | -1.54% | Council is comfortably covering its core operational expenditure. |
| | Operating Cash Ratio | Greater than 0% (5 year average) | 28.04% | 23.40% | Council is comfortably covering its core operational requirements. |
| Asset Management | Asset Sustainability Ratio | Greater than 90% (5 year average) | 265.01% | 129.28% | Council is spending appropriate levels on renewal of assets. |
| | Asset Consumption Ratio | Greater than 60% (5 year average) | 61.77% | 62.10% | Council's assets are being consumed in line with their estimated useful lives. |

The current year Financial Sustainability Statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the five reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements of the year ended 30 June 2025.

Further information

Further detail can be found in Council's financial statements which are included at the end of this Annual Report.



Financial Statements

For the year ended 30 June 2025



Image courtesy Tourism Tropical North Queensland

Douglas Shire Council
Statement of Comprehensive Income
For the year ended 30 June 2025

| | Note | 2025 \$ | 2024 \$ |
|--|----------|---------------------|---------------------|
| Income | | | |
| Revenue | | | |
| Recurrent revenue | | | |
| Rates, levies and charges | 3(a) | 43,921,119 | 40,840,075 |
| Fees and charges | 3(b) | 7,962,247 | 7,424,647 |
| Rental income | | 341,102 | 287,853 |
| Interest income | 3(c) | 2,704,324 | 2,000,892 |
| Other revenue | 3(d) | 1,334,024 | 1,100,529 |
| Grants, subsidies, contributions and donations | 4(a) | 11,312,777 | 32,893,420 |
| Total recurrent revenue | | <u>67,575,593</u> | <u>84,547,416</u> |
| Capital revenue | | | |
| Grants, subsidies, contributions and donations | 4(b) | 47,529,589 | 7,250,105 |
| Other capital income | 5 | - | 622,660 |
| Total capital revenue | | <u>47,529,589</u> | <u>7,872,766</u> |
| Total income | | <u>115,105,182</u> | <u>92,420,181</u> |
| Expenses | | | |
| Recurrent expenses | | | |
| Employee benefits | 6 | (20,545,411) | (18,753,007) |
| Materials and services | 7 | (28,096,182) | (56,269,262) |
| Finance costs | 8 | (450,329) | (185,157) |
| Depreciation and amortisation | 13&14&16 | (17,644,227) | (15,565,028) |
| | | <u>(66,736,149)</u> | <u>(90,772,454)</u> |
| Capital expenses | 9 | (1,676,530) | (6,736,917) |
| Total expenses | | <u>(68,412,679)</u> | <u>(97,509,371)</u> |
| Net result | | <u>46,692,503</u> | <u>(5,089,190)</u> |
| Other comprehensive income | | | |
| Items that will not be reclassified to net result | | | |
| Increase in asset revaluation surplus | 19 | 10,328,079 | 18,847,442 |
| Total other comprehensive income for the year | | <u>10,328,079</u> | <u>18,847,442</u> |
| Total comprehensive income for the year | | <u>57,020,582</u> | <u>13,758,252</u> |

The above statement should be read in conjunction with the accompanying notes and the Accounting Policies.

Douglas Shire Council
Statement of Financial Position
as at 30 June 2025

| | Note | 2025 \$ | 2024 \$ |
|--------------------------------------|-------|--------------------|--------------------|
| Current assets | | | |
| Cash and cash equivalents | 10 | 63,701,155 | 29,073,420 |
| Investments | 11 | - | 5,000,000 |
| Trade and other receivables | 12 | 6,712,729 | 5,090,019 |
| Prepayments | | 494,168 | 306,417 |
| Contract assets | 15(a) | 8,563,329 | 3,366,657 |
| Inventories | | 139,492 | 96,761 |
| Total current assets | | 79,610,873 | 42,933,273 |
| Non-current assets | | | |
| Property, plant and equipment | 13 | 572,595,985 | 522,467,104 |
| Right of use assets | 16 | 222,540 | - |
| Intangible assets | 14 | 32,876 | 54,998 |
| Total non-current assets | | 572,851,402 | 522,522,102 |
| Total assets | | 652,462,274 | 565,455,375 |
| Current liabilities | | | |
| Trade and other payables | 17 | 11,408,971 | 15,907,047 |
| Lease liabilities | 16 | 163,037 | - |
| Provisions | 18 | 5,224,303 | 4,605,338 |
| Contract liabilities | 15(b) | 35,894,661 | 1,874,668 |
| Total current liabilities | | 52,690,972 | 22,387,052 |
| Non-current liabilities | | | |
| Provisions | 18 | 4,163,170 | 4,321,141 |
| Unearned revenue | | 195,896 | 355,529 |
| Total non-current liabilities | | 4,359,066 | 4,676,670 |
| Total liabilities | | 57,050,039 | 27,063,722 |
| Net community assets | | 595,412,235 | 538,391,653 |
| Community equity | | | |
| Asset revaluation surplus | 19 | 133,240,242 | 122,912,163 |
| Retained surplus | | 462,171,993 | 415,479,490 |
| Total community equity | | 595,412,235 | 538,391,653 |

The above statement should be read in conjunction with the accompanying notes and the Accounting Policies.

Douglas Shire Council
Statement of Changes in Equity
For the year ended 30 June 2025

| | | Asset revaluation surplus | Retained Surplus | Total |
|---|------|---------------------------------|---------------------|-------------|
| | Note | \$ | \$ | \$ |
| Balance as at 1 July 2024 | | 122,912,163 | 415,479,490 | 538,391,653 |
| Net result | | - | 46,692,503 | 46,692,503 |
| Other comprehensive income for the year | | | | |
| Increase in asset revaluation surplus | 19 | 10,328,079 | - | 10,328,079 |
| Total comprehensive income for the year | | 10,328,079 | 46,692,503 | 57,020,582 |
| Balance as at 30 June 2025 | | 133,240,242 | 462,171,993 | 595,412,235 |
| Balance as at 1 July 2023 | | 104,064,721 | 420,568,680 | 524,633,401 |
| Net result | | - | (5,089,190) | (5,089,190) |
| Other comprehensive income for the year | | | | |
| Increase in asset revaluation surplus | 19 | 18,847,442 | - | 18,847,442 |
| Total comprehensive income for the year | | 18,847,442 | (5,089,190) | 13,758,252 |
| Balance as at 30 June 2024 | | 122,912,163 | 415,479,490 | 538,391,653 |

The above statement should be read in conjunction with the accompanying notes and the Accounting Policies.

Douglas Shire Council
Statement of Cash Flows
For the year ended 30 June 2025

| | Note | 2025 \$ | 2024 \$ |
|---|------|-------------------|--------------------|
| Cash flows from operating activities | | | |
| Receipts from customers | | 51,366,924 | 49,029,594 |
| Payments to suppliers and employees | | (53,321,730) | (66,221,039) |
| | | (1,954,806) | (17,191,445) |
| Interest received | | 2,485,938 | 2,000,892 |
| Rental income | | 341,102 | 287,853 |
| Non capital grants and contributions | | 11,503,170 | 32,802,308 |
| Bank charges | | (84,152) | (61,566) |
| Net cash (outflow) inflow from operating activities | 23 | <u>12,291,251</u> | <u>17,838,041</u> |
| Cash flows from investing activities | | | |
| Payments for property, plant and equipment | | (58,255,031) | (20,708,622) |
| Payments for intangible assets | | - | (41,120) |
| Payments for assets donated | | (78,960) | (333,731) |
| Repayments made on leases (principal only) | | (326,851) | - |
| Proceeds from sale of property plant and equipment | | 55,354 | 357,521 |
| Net movement in investments | | 5,000,000 | 10,060,000 |
| Capital grants, subsidies, contributions and donations | | 75,941,971 | 8,428,295 |
| Capital insurance proceeds & reimbursements | | - | 47,535 |
| Net cash (outflow) inflow for investing activities | | <u>22,336,483</u> | <u>(2,190,121)</u> |
| Net (decrease)/increase in cash and cash equivalent held | | <u>34,627,735</u> | <u>15,647,920</u> |
| Cash and cash equivalents at the beginning of the financial year | | 29,073,420 | 13,425,500 |
| Cash and cash equivalents at the end of the financial year | 10 | <u>63,701,155</u> | <u>29,073,420</u> |

The above statement should be read in conjunction with the accompanying notes and the Accounting Policies.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

1 Information about these financial statements

1.1 Basis of preparation

Douglas Shire Council (the Council) is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the year from 1 July 2024 to 30 June 2025. They are prepared in compliance with the requirements of the Local Government Act 2009 and the Local Government Regulation 2012.

Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except for the revaluation of certain classes of property, plant and equipment.

1.2 New and revised Accounting Standards

Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2024. The relevant standards for Council were:

- AASB 101 *Presentation of Financial Statements* (amended by AASB 2020-1, AASB 2020-6, AASB 2022-6, AASB 2023-3) relating to current / non-current classification of liabilities.

- AASB 13 *Fair Value Measurement* (amended by AASB 2022-10)

1.3 Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2025. These standards have not been adopted by Council and will be included in the financial statements on their effective date. These standards are not expected to have a material impact on Council's financial statements.

1.4 Estimates and judgements

Council makes a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

- Revenue recognition - Note 3
- Receivables - Note 12
- Valuation, impairment and depreciation of property, plant and equipment - Note 13
- Impairment - Property, plant and equipment - Note 13
- Provisions - Note 18
- Contingent liabilities - Note 21
- Financial instruments and financial risk management - Note 25

1.5 Rounding and comparatives

The financial statements are in Australian dollars and have been rounded to the nearest \$1, unless otherwise stated.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard.

1.6 Taxation

Council is exempt from income tax, however Council is subject to Fringe Benefits Tax and Goods and Services Tax ('GST'). The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

1.7 Impacts of Tropical Cyclone Jasper, associated rainfall and flooding event

In December 2023, Douglas Shire and surrounding Local Government Authorities experienced Tropical Cyclone Jasper which was followed by a severe rainfall and flooding event with intense and continued rainfall causing flash flooding and landslides throughout Far North Queensland. Council has been working with the community to identify and repair the widespread damage across the Shire and provide support to those who need it most. Material impacts incurred to date of the Tropical Cyclone Jasper and flooding event ("Disaster") on the consolidated financial statements are provided in the relevant note:

- Grants, subsidies, contributions and donations - Note 4
- Materials and services - Note 7

2. Analysis of Results by Function

2(a) Components of Council functions

The activities relating to the Council's components reported on in Note 2(b) are as follows :

Corporate and Community

The objective of Corporate and Community is to provide efficient, effective and accountable financial and administrative services to Council and the communities it serves. The core functions include Governance, Finance, Libraries, Information Services, Community and Economic Development. A Disaster Management Unit is now operating to assist with community recovery & resilience.

Infrastructure

The objective of Infrastructure is to provide essential transport, drainage and parks infrastructure, maintenance, construction and operational services to Council's communities. An Infrastructure Recovery unit is now operating to oversee the reconstruction of essential public assets that were damaged by Tropical Cyclone Jasper, the associated rainfall and flooding event.

Development and Environment

The objective of Development and Environment is to encourage sustainable development whilst protecting the character and natural environment of the Council area. This function includes Development Assessment, Environmental Assessment, Planning Strategies and Local Laws administration.

Water and Waste

The objective of Water and Waste is to manage the treatment and provision of water, wastewater and solid waste services to consumers throughout the Council area.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

2 Analysis of results by function

(b) Income and expenses defined between recurring and capital are attributed to the following functions:

Year ended 30 June 2025

| Functions | Gross program income | | | | | | Total income | Gross program expenses | | Elimination of inter-function transactions | Total expenses | Net result from recurrent operations | Net Result | Assets |
|--|----------------------|------------|------|------------|-------|----|--------------|------------------------|-------------|--|----------------|--------------------------------------|-------------|-------------|
| | Recurrent | | | Capital | | | | Recurrent | Capital | | | | | |
| | Grants | Other | | Grants | Other | | | | | | | | | |
| | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ |
| | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ | 2025 | \$ |
| Corporate and Community Infrastructure | 9,427,113 | 22,664,430 | - | - | - | - | 32,091,543 | (15,035,325) | (39,990) | - | (15,075,315) | 17,056,218 | 17,016,228 | 111,815,748 |
| Development and Environment | 1,750,969 | 7,030,019 | - | 46,086,522 | - | - | 54,847,509 | (32,276,415) | (356,412) | - | (32,632,827) | (23,495,427) | 22,214,883 | 355,773,537 |
| Water and Waste | 104,815 | 923,181 | - | - | - | - | 1,027,995 | (2,403,200) | - | - | (2,403,200) | (1,375,204) | (1,375,204) | - |
| | 29,880 | 25,646,186 | - | 1,463,067 | - | - | 27,138,134 | (17,021,210) | (1,280,127) | - | (18,301,337) | 8,553,556 | 8,836,796 | 184,872,950 |
| Total Council | 11,312,777 | 56,262,816 | - | 47,529,589 | - | - | 115,105,182 | (66,736,149) | (1,676,530) | - | (68,412,679) | 839,443 | 46,692,502 | 652,462,274 |

Year ended 30 June 2024

| Functions | Gross program income | | | | | | Total income | Gross program expenses | | Elimination of Inter-function transactions | Total expenses | Net result from recurrent operations | Net Result | Assets |
|-----------------------------|----------------------|------------|-----------|---------|-------|----|--------------|------------------------|-------------|--|----------------|--------------------------------------|--------------|-------------|
| | Recurrent | | | Capital | | | | Recurrent | Capital | | | | | |
| | Grants | Other | | Grants | Other | | | | | | | | | |
| | 2024 | \$ | 2024 | \$ | 2024 | \$ | 2024 | \$ | 2024 | \$ | 2024 | \$ | 2024 | \$ |
| Corporate and Community | 626,748 | 20,815,854 | - | - | - | - | 21,442,401 | (13,517,680) | 169,185 | - | (13,348,495) | 7,924,721 | 8,093,906 | 75,317,060 |
| Infrastructure | 32,092,092 | 6,038,348 | 3,157,590 | 157,210 | - | - | 41,455,240 | (57,032,219) | (4,981,636) | - | (62,013,855) | (18,901,779) | (20,558,615) | 303,440,289 |
| Development and Environment | 174,581 | 1,178,179 | - | - | - | - | 1,352,760 | (3,027,775) | - | - | (3,027,775) | (1,575,016) | (1,675,016) | - |
| Water and Waste | - | 23,621,814 | 4,082,515 | 455,450 | - | - | 28,169,780 | (17,194,779) | (1,924,466) | - | (19,119,245) | 6,427,035 | 9,050,534 | 186,698,026 |
| Total Council | 32,893,420 | 51,653,995 | 7,250,105 | 622,660 | - | - | 92,420,181 | (90,772,454) | (6,736,917) | - | (97,509,371) | (6,225,039) | (5,089,190) | 585,455,375 |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 \$ | 2024 \$ |
|--|-------------------|-------------------|
| 3 Revenue | | |
| Rates, levies and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period. | | |
| (a) Rates, levies and charges | | |
| General rates | 20,286,006 | 19,037,177 |
| Water | 9,615,883 | 8,502,883 |
| Sewerage | 8,762,820 | 8,330,131 |
| Waste | 5,934,219 | 5,592,629 |
| Less: Pensioner remissions, concessions and financial assistance | (677,809) | (622,746) |
| Net rates, levies and utility charges | <u>43,921,119</u> | <u>40,840,075</u> |
| (b) Fees and charges | | |
| Revenue arising from fees and charges are recognised at the point in time when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided. | | |
| The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival, for example caravan parks. There is no material obligation for Council in relation to refunds or returns. | | |
| Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence. | | |
| Revenue from infringements is recognised on issue of infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables. | | |
| Revenue from the Daintree Ferry has returned to pre-Cylone Jasper as closure to the ferry and associated roads impacted 2024 revenue. | | |
| Building and property fees | 402,961 | 656,162 |
| Caravan Parks and Camping Grounds | 647,316 | 632,936 |
| Ferry | 4,519,041 | 3,893,809 |
| Communication towers | 216,379 | 197,871 |
| Permits, licences & registrations | 608,793 | 592,508 |
| Markets | 308,798 | 316,964 |
| Refuse & transfer stations | 699,414 | 570,686 |
| Water & sewerage applications | 64,114 | 62,958 |
| Other fees and charges | 495,430 | 500,753 |
| | <u>7,962,247</u> | <u>7,424,647</u> |
| (c) Interest income | | |
| Investments | 2,485,938 | 1,836,219 |
| Overdue rates and utility charges | 218,385 | 164,673 |
| | <u>2,704,324</u> | <u>2,000,892</u> |
| (d) Other revenue | | |
| Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity at the reporting date. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed. The contract work carried out is not subject to retentions. | | |
| Contract and recoverable works | 936,744 | 698,570 |
| Commissions | 33,875 | 33,797 |
| Sundry revenue | 363,405 | 368,162 |
| | <u>1,334,024</u> | <u>1,100,529</u> |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

4 Grants, subsidies, contributions and donations

Grant income under AASB 15 Revenue from Contracts with Customers

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied.

The performance obligations are varied in each agreement but include events and employment terms. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income under AASB 1058 Income of Not-for-Profit Entities

Where Council receives an asset for significantly below fair value, the asset is recognised at fair value. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Where Council receives funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred.

Donations and contributions

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by Council.

Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

Non-cash contributions with a value in excess of the asset capitalisation recognition thresholds, as per Note 13, are recognised as revenue and as non-current assets. Non-cash contributions below the thresholds are recorded as revenue and expenses.

Physical assets contributed to Council by developers in the form of roadworks, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when Council obtains control of the asset and there is sufficient data in the form of drawings and plans to determine the approximate specifications and value of such assets. All non-cash contributions are recognised at the fair value of the contribution received on the date of acquisition.

Developers pay infrastructure charges for trunk infrastructure, such as pumping stations, treatment works, mains, sewers and water pollution control works. These infrastructure charges are not within the scope of AASB 1058 because there is no performance obligation associated with them. Consequently, the infrastructure charges are recognised as income when received.

| | 2025 \$ | 2024 \$ |
|---|-------------------|-------------------|
| (a) Operating | | |
| General purpose grants | 8,886,021 | 133,766 |
| Government subsidies and grants non disaster related | 1,545,571 | 958,518 |
| Government subsidies and grants -Queensland Reconstruction Authority | 881,185 | 31,801,136 |
| | <u>11,312,777</u> | <u>32,893,420</u> |
| (b) Capital | | |
| Capital Revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers. | | |
| Government/statutory authority subsidies and grants | 47,229,776 | 6,433,955 |
| Donations and contributions | 79,267 | 313,289 |
| Assets contributed by developers at fair value | 220,546 | 502,861 |
| | <u>47,529,589</u> | <u>7,250,105</u> |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

(c) Timing of revenue recognition for grants, subsidies, contributions and donations

| | 2025 | | 2024 | |
|--|---------------------------------------|------------------------------|---------------------------------------|------------------------------|
| | Revenue recognised at a point in time | Revenue recognised over time | Revenue recognised at a point in time | Revenue recognised over time |
| Grants and subsidies | 10,710,752 | 47,831,801 | 32,481,577 | 6,845,798 |
| Donations and Contributions | 79,267 | - | 313,289 | - |
| Assets contributed by developers at fair value | 220,546 | - | 502,861 | - |
| | <u>11,010,565</u> | <u>47,831,801</u> | <u>33,297,727</u> | <u>6,845,798</u> |

| | Note | 2025 \$ | 2024 \$ |
|--|------|------------|------------|
| 5 Capital income | | | |
| Provision for restoration of land | | | |
| Decrease in restoration provision - Killaloe | 18 | - | 44,112 |
| Decrease in restoration provision - Newell | 18 | - | 46,418 |
| | | - | 90,530 |
| Revaluations | | | |
| Revaluation up of property, plant and equipment reversing previous revaluation expense | 13 | - | 484,595 |
| | | - | 484,595 |
| Capital insurance proceeds & reimbursements | | | |
| Reimbursements | | - | 47,535 |
| | | - | 47,535 |
| Total capital income | | - | 622,660 |

| | | | |
|--|----|-------------------|-------------------|
| 6 Employee benefits | | | |
| Employee benefit expenses are recorded when the service has been provided by the employee. | | | |
| Staff wages and salaries | | 17,021,416 | 14,993,375 |
| Councillors' remuneration | | 424,046 | 394,499 |
| Termination benefits | | 180,078 | 280,582 |
| Annual, sick and long service leave entitlements | | 3,261,624 | 3,184,471 |
| Superannuation | 22 | 2,255,029 | 1,970,233 |
| | | 23,142,192 | 20,823,160 |
| Other employee related expenses | | 94,772 | 23,493 |
| | | 23,236,964 | 20,846,653 |
| Less: Capitalised employee expenses | | (2,691,553) | (2,093,646) |
| | | <u>20,545,411</u> | <u>18,753,007</u> |

Councillor remuneration represents salary and other allowances paid in respect of carrying out their duties.

Total Council employees at the reporting date:

| | No. of employees | No. of employees |
|--------------------------------------|------------------|------------------|
| Elected members | 5 | 5 |
| Administration staff | 96 | 94 |
| Depot and outdoors staff | 100 | 102 |
| Total full time equivalent employees | <u>201</u> | <u>201</u> |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

| 7 | Materials and services | Note | 2025 | 2024 |
|---|---|------|-------------------|-------------------|
| | | | \$ | \$ |
| 7a | Materials and services non Disaster related | | | |
| | Audit expenses* | | 176,114 | 133,500 |
| | Consultancy | | 1,167,174 | 830,662 |
| | Contractors | | 5,777,932 | 8,700,808 |
| | Communications and IT | | 1,451,079 | 1,288,583 |
| | Donations | | 796,399 | 702,592 |
| | Electricity | | 1,157,228 | 935,977 |
| | Insurances | | 1,325,358 | 1,094,116 |
| | Legal | | 355,778 | 858,829 |
| | Repairs and maintenance | | 9,638,779 | 8,617,793 |
| | Other materials and services | | 1,527,903 | 1,859,809 |
| | | | <u>23,373,745</u> | <u>25,022,668</u> |
| 7b | Materials and services Disaster | | | |
| | Contractors | | 3,854,011 | 26,987,246 |
| | Consultancy | | 338,708 | 1,898,323 |
| | Other materials and services | | 529,717 | 2,361,026 |
| | | | <u>4,722,437</u> | <u>31,246,594</u> |
| | Total Materials and services | | <u>28,096,182</u> | <u>56,269,262</u> |
| * Total audit fees quoted by the Queensland Audit Office relating to the 2024-25 financial statements are \$150,000 (2024: \$133,500) | | | | |
| 8 | Finance costs | | | |
| | Bank charges | | 68,264 | 61,566 |
| | Interest on leases | | 15,889 | - |
| | Landfill sites - change in present value over time | | 366,177 | 123,591 |
| | | | <u>450,329</u> | <u>185,157</u> |
| 9 | Capital expenses | | | |
| | Property restoration: Landfill sites | | | |
| | Adjustment to refuse restoration provision - Killaloe | 18 | 279,780 | - |
| | Adjustment to refuse restoration provision - Sanitary Depot | 18 | 32,353 | 1,386 |
| | Adjustment to refuse restoration provision - Newell Beach | 18 | 20,773 | - |
| | | | <u>332,906</u> | <u>1,386</u> |
| | Gain / Loss on disposal of non-current assets | | | |
| | Proceeds from the sale of property, plant and equipment | | (55,354) | (357,521) |
| | Less: Carrying value of property, plant and equipment disposed of | | 1,320,018 | 2,788,747 |
| | | | <u>1,264,664</u> | <u>2,431,226</u> |
| | Total loss on disposal of non-current assets | | <u>1,264,664</u> | <u>2,431,226</u> |
| | Donated assets | | | |
| | Donated assets | | 78,960 | 333,731 |
| | Loss on write-off | | | |
| | Loss on write-off of assets damaged by natural disaster | 13 | - | 3,970,574 |
| | Total capital expenses | | <u>1,676,530</u> | <u>6,736,917</u> |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 \$ | 2024 \$ |
|---|-------------------|-------------------|
| 10 Cash and cash equivalents | | |
| Cash at bank and on hand | 63,701,155 | 29,073,420 |
| Balance per Statement of Cash Flows | <u>63,701,155</u> | <u>29,073,420</u> |
| Cash and cash equivalents | 63,701,155 | 29,073,420 |
| Less: Externally imposed restrictions on cash | (36,090,557) | (2,230,197) |
| Unrestricted cash | <u>27,610,598</u> | <u>26,843,223</u> |

Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:

Externally imposed expenditure restrictions at the reporting date:

| | | |
|--|-------------------|------------------|
| Unspent government grants and subsidies | 35,894,661 | 1,874,668 |
| Waste levy refund received in advance | 195,896 | 355,529 |
| Total unspent externally restricted cash | <u>36,090,557</u> | <u>2,230,197</u> |

Internally imposed expenditure restrictions at the reporting date:

| | | |
|---|----------------|------------------|
| Future constrained works | 992,686 | 1,293,697 |
| QRA emergent/counter disaster advance funds | - | 4,015,086 |
| Total unspent internally restricted cash | <u>992,686</u> | <u>5,308,783</u> |

Trust funds held for outside parties

| | | |
|---|------------------|----------------|
| Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities | 1,004,941 | 832,050 |
| | <u>1,004,941</u> | <u>832,050</u> |

In accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account on behalf of outside parties include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages) paid into the trust account by the Council. The Council performs only a custodial role in respect of these monies and because the monies cannot be used for Council purposes they are not considered revenue nor brought to account in these financial statements since the Council has no control over the assets.

11 Investments

Term deposits in excess of three months are reported as investments with deposits of less than three months being reported as cash equivalents (refer Note 10).

| | | |
|--------------------------------------|----------|------------------|
| Current fixed short term investments | | |
| Unrestricted | - | 5,000,000 |
| | <u>-</u> | <u>5,000,000</u> |

All cash investments are in Australian dollars. Investments are held in accordance with Council's Investment Policy and are considered to be low risk investments. Investments have been converted to cash and cash equivalents in the 2025 financial year.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 | 2024 |
|--|------|------|
| | \$ | \$ |

12 Trade and other receivables

Receivables are amounts owed to Council at 30 June. They are recognised at the amount due at the time of sale or service delivery. Settlement is required within 30 days after the invoice is issued.

All known bad debts were written-off at 30 June 2025. If an amount is recovered in a subsequent period then it is recognised as income.

As Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, Council does not impair any rate receivables.

Current

| | | |
|--------------------------------------|------------------|------------------|
| Rateable revenue and utility charges | 4,298,781 | 3,151,689 |
| Other debtors | 1,316,342 | 341,270 |
| Less impairment | (47,954) | (47,844) |
| Accrued revenue | 948,022 | 935,192 |
| GST recoverable | 197,538 | 709,711 |
| | <u>6,712,729</u> | <u>5,090,019</u> |

Interest is charged on outstanding rates (12.35% per annum from 1 July 2024, previously 11.64% per annum). No interest is charged on other debtors.

Ageing of receivables and the amount of any impairment is disclosed in the following table:

Subject to impairment

| | | |
|------------------------------------|------------------|-----------------|
| Not past due | 1,251,039 | 220,804 |
| Past due 31-60 days | 1,373 | 33,547 |
| Past due 61-90 days | 16,548 | 4,646 |
| More than 90 days | 36,382 | 70,273 |
| Total gross carrying amount | <u>1,305,342</u> | <u>329,270</u> |
| Impairment | <u>(47,954)</u> | <u>(47,844)</u> |
| | <u>1,257,388</u> | <u>281,426</u> |

Not subject to impairment

| | | |
|---|------------------|------------------|
| Rates and Charges | 4,298,781 | 3,151,689 |
| Grants | 11,000 | 12,000 |
| GST recoverable/accrued income (less contract assets) | 1,145,560 | 1,644,905 |
| | <u>5,455,341</u> | <u>4,808,594</u> |
| | <u>6,712,729</u> | <u>5,090,019</u> |

Douglas Shire Council

13 Property, plant and equipment

30 June 2025

Note

| Land and land improvements | Buildings and other structures | | Plant and equipment | Office furniture and fittings | Transport assets | Water, Sewerage and Solid waste disposal | | Drainage | Marine | Work in Progress | Total |
|----------------------------|--------------------------------|------------|---------------------|-------------------------------|------------------|--|-----------|------------|-------------|------------------|-------|
| | Fair Value | Level 3 | | | | Fair Value | Level 3 | | | | |
| Level 2 & 3 | | | | | | | | | | | |
| \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| 35,983,046 | 75,390,555 | 9,684,315 | 89,745 | 286,593,882 | 307,638,873 | 54,984,063 | 9,248,124 | 15,813,902 | 58,475,577 | 795,406,505 | |
| - | - | - | - | - | - | - | - | - | - | 58,475,577 | |
| - | (220,677) | (378,600) | - | (269,490) | (1,989,704) | (114,496) | - | - | - | (2,952,968) | |
| - | - | - | - | (4,207,108) | - | - | - | - | - | (4,207,108) | |
| - | - | - | - | - | - | - | - | - | - | - | |
| - | - | - | - | - | - | - | - | - | - | - | |
| 1,123,627 | - | - | - | (1,896,420) | 31,132 | 741,662 | - | - | - | - | |
| - | 159,796 | - | - | 37,581 | 9,067 | 14,102 | - | - | (220,546) | - | |
| 720,643 | 1,888,092 | 1,223,466 | - | 21,815,213 | 7,148,170 | 1,825,154 | 78,459 | 39,369,195 | - | - | |
| 37,827,316 | 77,217,866 | 10,529,181 | 89,745 | 302,073,656 | 312,857,538 | 57,430,484 | 9,325,582 | 99,369,737 | 846,722,106 | | |

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Accumulated depreciation

Opening balance as at 1 July 2024

Depreciation expense

Depreciation on disposals

Revaluation adjustment to other comprehensive

Income (asset revaluation surplus)

Fair value decrement to asset revaluation surplus

Revaluation adjustment to income (capital income)

Revaluation adjustment to expense (capital expense)

Transfers between classes

Assets classified as held for sale PY, sold CY

Accumulated depreciation as at 30 June 2025

| | | | | | | | | | |
|-----------|------------|-----------|--------|--------------|-------------|------------|-----------|---|--------------|
| 2,975,550 | 29,291,056 | 4,504,831 | 51,273 | 86,860,406 | 128,002,921 | 16,279,936 | 4,992,569 | - | 272,939,501 |
| 409,910 | 2,418,227 | 744,939 | 4,711 | 5,454,869 | 6,928,257 | 654,446 | 899,397 | - | 17,354,757 |
| - | (159,819) | (256,142) | - | (158,391) | (1,023,393) | (35,204) | - | - | (1,632,950) |
| - | - | - | - | (14,535,187) | - | - | - | - | (14,535,187) |
| - | - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - | - |
| 327,843 | - | - | - | (422,993) | 11,532 | 83,618 | - | - | - |
| - | - | - | - | - | - | - | - | - | - |
| 3,714,303 | 31,539,464 | 4,993,628 | 55,963 | 77,198,704 | 133,819,317 | 16,982,755 | 5,821,966 | - | 274,126,120 |

Total written down value as at 30 June 2025

[illegible]Residual value
Based on estimated useful life in years

| | | | | | | | | | |
|------------|------------|-----------|--------|-------------|-------------|------------|-----------|------------|-------------|
| 34,113,013 | 45,678,402 | 5,535,553 | 33,762 | 224,874,953 | 179,038,221 | 40,447,729 | 3,504,617 | 39,369,737 | 572,595,995 |
| - | - | 1,822,322 | - | - | - | - | - | - | 1,822,322 |
| 10-100 | 5-60 | 3-20 | 8-10 | 10-100 | 10-150 | 10-100 | 4-60 | - | - |

Additional comments:

Renewals

Other additions

Total additions

| \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
|----|----|----|----|----|----|------------|------------|
| - | - | - | - | - | - | 43,892,625 | 43,892,625 |
| - | - | - | - | - | - | 14,582,952 | 14,582,952 |
| - | - | - | - | - | - | 58,475,577 | 58,475,577 |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment

Notes

30 June 2024

Basis of measurement:

Fair value category

Asset values

Opening gross value as at 1 July 2023

Additions

Disposals

Revaluation adjustment to other comprehensive

income (asset revaluation surplus)

Revaluation adjustment to income (capital income)

Write-off assets damaged by natural disaster

Transfers between classes

Contributed assets

Internal transfers from work in progress

Closing gross value as at 30 June 2024

| | Land and land improvements | Buildings and other structures | Plant and equipment | Office furniture and fittings | Transport assets | Water, sewerage and solid waste disposal | Drainage | Marina | Work in Progress | Total |
|----|----------------------------|--------------------------------|---------------------|-------------------------------|------------------|--|------------|------------|------------------|-------------|
| | Fair Value | Fair Value | Cost | Cost | Fair Value | Fair Value | Fair Value | Fair Value | Cost | |
| | Level 2 & 3 | Level 3 | | | Level 3 | Level 3 | Level 3 | Level 3 | | |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| | 34,793,954 | 88,503,828 | 8,801,417 | 89,745 | 278,066,342 | 287,241,000 | 52,305,913 | 8,282,052 | 11,043,888 | 749,107,941 |
| 9 | (23,229) | (688,561) | (527,526) | - | (632,218) | (4,950,528) | (4,776) | - | 21,211,483 | 21,211,483 |
| 18 | 904,819 | 5,795,406 | - | - | 11,842,384 | 15,265,216 | 2,301,124 | - | - | (6,835,238) |
| 5 | - | - | - | - | - | 798,038 | - | 383,530 | - | 36,108,929 |
| | (27,387) | (282,355) | - | - | (5,035,405) | - | (2,892) | - | - | 1,181,569 |
| | - | - | - | - | - | - | - | - | - | (5,348,080) |
| | - | 502,861 | - | - | - | - | - | - | (502,861) | - |
| | 334,888 | 1,567,515 | 1,410,924 | - | 2,352,800 | 9,285,146 | 354,594 | 622,542 | (15,898,409) | - |
| | 35,993,046 | 75,390,655 | 9,684,315 | 89,745 | 286,593,882 | 307,638,873 | 54,954,063 | 9,248,124 | 15,813,902 | 795,406,804 |

Accumulated depreciation

Opening balance as at 1 July 2023

Depreciation expense

Depreciation on disposals

Revaluation adjustment to other comprehensive

income (asset revaluation surplus)

Impairment adjustment to asset revaluation surplus

Revaluation adjustment to income (capital income)

Write-off assets damaged by natural disaster

Accumulated depreciation as at 30 June 2024

| | | | | | | | | | | |
|------------|------------|-----------|--------|-------------|-------------|------------|-----------|------------|---|-------------|
| 2,423,039 | 25,194,730 | 4,234,040 | 45,562 | 75,555,661 | 118,135,858 | 14,992,231 | 4,315,604 | - | - | 244,898,764 |
| 319,748 | 2,123,234 | 709,724 | 4,711 | 5,274,247 | 5,030,735 | 504,228 | 459,645 | - | - | 15,526,272 |
| - | (376,729) | (439,933) | - | (200,152) | (3,029,199) | (1,480) | - | - | - | (4,046,490) |
| 235,405 | 2,306,668 | - | - | 3,520,915 | 6,394,873 | 886,052 | - | - | - | 13,143,941 |
| 2,867 | 137,747 | - | - | 3,976,992 | - | - | - | - | - | 4,117,546 |
| (4,558) | (104,595) | - | - | (1,267,165) | - | (1,165) | 206,320 | - | - | 576,974 |
| 2,976,550 | 29,281,056 | 4,504,931 | 51,273 | 96,860,406 | 128,002,921 | 15,279,895 | 4,982,589 | - | - | (1,377,555) |
| 33,006,496 | 46,109,599 | 5,179,484 | 38,473 | 198,733,476 | 179,635,953 | 38,664,167 | 4,265,555 | 15,813,902 | - | 522,487,103 |
| - | - | 1,581,653 | - | - | - | - | - | - | - | 1,581,653 |
| 10 - 150 | 5 - 60 | 3 - 50 | 5 - 10 | 10 - 150 | 10 - 150 | 10 - 150 | 4 - 60 | 0 | 0 | 0 |

Total written down value as at 30 June 2024

Residual value

Range of estimated useful life in years

| | | | | | | | | | | |
|------------|------------|-----------|--------|-------------|-------------|------------|-----------|------------|---|-------------|
| 33,006,496 | 46,109,599 | 5,179,484 | 38,473 | 198,733,476 | 179,635,953 | 38,664,167 | 4,265,555 | 15,813,902 | - | 522,487,103 |
| - | - | 1,581,653 | - | - | - | - | - | - | - | 1,581,653 |
| 10 - 150 | 5 - 60 | 3 - 50 | 5 - 10 | 10 - 150 | 10 - 150 | 10 - 150 | 4 - 60 | 0 | 0 | 0 |

Additions comprise:

Renewals

Other additions

Total additions

| | | | | | | | | | | |
|----|----|----|----|----|----|----|----|----|------------|------------|
| \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| - | - | - | - | - | - | - | - | - | 16,517,839 | 16,517,839 |
| - | - | - | - | - | - | - | - | - | 4,693,844 | 4,693,844 |
| - | - | - | - | - | - | - | - | - | 21,211,483 | 21,211,483 |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment

a) Recognition

The capitalisation thresholds for Council are set at \$1 for land, \$1 for network assets, \$5,000 for plant and equipment and \$10,000 for all other assets. Any expenditure below these thresholds is expensed in the period in which it is incurred.

Network assets are an aggregate of interrelated assets that perform a specific service and which individually are likely to be below the capitalisation threshold levels but collectively are above the capitalisation threshold for their class. Network assets include components of infrastructure assets.

Land under roads and reserve land under the Land Act 1994 or Land Title Act 1994 is controlled by Queensland State Government and not recognised in the Council financial statements.

b) Measurement

Assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, architect's fees and engineering design fees and all other establishment costs. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

Property, plant and equipment received in the form of contributions, is recognised as assets and revenues at fair value determined by Council where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received from the sale of the asset in an orderly transaction between market participants at the measurement date.

c) Valuation

Land and improvements, buildings and all infrastructure assets are measured at fair value. Plant and equipment, office furniture and fittings, other assets and work in progress are measured at historic cost.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every 5 years. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

In the intervening years, management performs a desktop valuation on each asset class. A desktop valuation involves management assessing the condition and cost assumptions associated with each asset class and considering the movements in the Road and Bridge Construction Index and the Non-residential Building Construction Queensland Index as published by the Australian Bureau of Statistics (March rates of the relevant financial year have been used for 2025 indexation purposes). Together these are used to form the basis of the desktop valuation.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any changes in the estimated remaining useful life.

(i) Recognised fair value measurements

In accordance with AASB 13 fair value measurements are categorised on the following basis:

- Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)
- Fair value based on inputs that are directly or indirectly observable for the asset or liability (level 2)
- Fair value based on unobservable inputs for the asset and liability (level 3)

Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period.

(ii) Valuation techniques used to derive fair values

Excluding land assets, valuation unit rates (for current replacement costs) include 20% to allow for Council project overheads including survey, environmental and investigation (6%), engineering design (5%), engineering supervision (3%) and project management (6%).

Accumulated depreciation

In determining the level of accumulated depreciation, the assets were disaggregated into significant components which exhibit different useful lives. Remaining useful lives were calculated based on condition assessments. The condition assessments were made using a five point scale with 1 being the lowest and 5 being the highest. A condition assessment of 1 indicates an asset with a very high level of remaining service potential (95%). A condition assessment of 5 represents an asset that is unserviceable with a limited remaining useful life (5%).

Valuation - dates of revaluations and reviews

| Asset Class | Valuation Approach | Last Full Valuation date | Valuer Engaged | Key Assumptions and Estimates | Index applied (change in index recognised this year) | Index applied |
|--|--------------------------|--------------------------|-----------------|--|--|---|
| Land (level 2) | Market value | 30 June 2021 | Stantec Pty Ltd | Sales prices of comparable land sites in close proximity were adjusted for differences in key attributes such as property size. | 0.0% | Market selling price State Valuation Service (SVS); The Economic Statistics Section, Queensland Government Statistician's Office, Queensland Treasury and Trade. The QLD Government Statistician's website. |
| Land improvements (level 3) | Current replacement cost | 30 June 2021 | Stantec Pty Ltd | Replacement costs calculated primarily by reference to actual costs for similar construction in the Far North Queensland region. | 0.0% | ABS PPI Building 3020 Non-residential building construction Queensland |
| Buildings and Other Structures (level 3) | Current replacement cost | 30 June 2021 | Stantec Pty Ltd | Replacement costs calculated primarily by reference to actual costs for similar construction in the Far North Queensland region. The valuation process involved the collection and review of asset information, condition based assessment and scoring, review and update of unit rates, application of adjustment factors as well as the review of asset useful and remaining useful lives. | 0.0% | ABS PPI Building 3020 Non-residential building construction Queensland |
| Transport Assets | | | | | | |
| - Road assets (level 3) | Current replacement cost | 30 June 2025 | Stantec Pty Ltd | Council categorises its road assets into geographical regions and then further sub-categorises these into sealed and unsealed roads. All road segments are then componentised into formation, pavement and seal (where applicable). Unit rates for construction were developed using: Industry standard cost guides, project costs from recently completed projects, manufactured specifications and other data. | | Nil - revaluation performed |
| - Bridge assets (level 3) | Current replacement cost | 30 June 2025 | Stantec Pty Ltd | Each bridge was assessed individually, with the valuation varying according to the material type used for construction, the deck area, condition and size. Construction estimates were determined on a similar basis to roads. | | Nil - revaluation performed |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

| | | | | | | |
|---|--------------------------|--------------|-----------------|---|------|--|
| - Other transport assets (level 3) | Current replacement cost | 30 June 2025 | Stantec Pty Ltd | Construction estimates were determined on a similar basis to roads. | | Nil - revaluation performed |
| Water, Sewerage and Solid Waste Disposal | | | | | | |
| - Water (level 3) | Current replacement cost | 30 June 2021 | Stantec Pty Ltd | Unit rates were based on a combination of actual contract data obtained from various Queensland local governments and water utilities over recent years as well as actual supply/installation costs from suppliers and contractors. The valuation process involved the collection and review of asset information, condition based assessment and scoring, review and update of unit rates, application of adjustment factors as well as the review of asset useful and remaining useful lives. | 0.0% | ABS PPI 3101 Road and bridge construction Queensland |
| - Sewerage (level 3) | Current replacement cost | 30 June 2023 | Stantec Pty Ltd | Unit rates for construction were developed using: Industry standard cost guides, project costs from recently completed projects, manufactured specifications and other data. The valuation process involved the collection and review of asset information, condition based assessment and scoring, review and update of unit rates, application of adjustment factors as well as the review of asset useful and remaining useful lives. | 0.0% | ABS PPI 3101 Road and bridge construction Queensland |
| - Solid Waste Disposal (level 3) | Current replacement cost | 30 June 2022 | Stantec Pty Ltd | Unit rates for construction were developed using: Industry standard cost guides, project costs from recently completed projects, manufactured specifications and other data. | 0.0% | ABS PPI 3101 Road and bridge construction Queensland |
| Drainage (level 3) | Current replacement cost | 30 June 2022 | Stantec Pty Ltd | Unit rates for construction were developed using: Industry standard cost guides, project costs from recently completed projects, manufactured specifications and other data. | 0.0% | ABS PPI 3101 Road and bridge construction Queensland |
| Marine (level 3) | Current replacement cost | 30 June 2022 | Stantec Pty Ltd | Unit rates for construction were developed using: Industry standard cost guides, project costs from recently completed projects, manufactured specifications and other data. | 0.0% | ABS PPI 3101 Road and bridge construction Queensland |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

d) Capital and operating expenditure

Wages and materials expenditure incurred for the acquisition or construction of assets are treated as capital expenditure. Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity of a non-current asset are expensed as incurred, while expenditure that relates to replacement of a major component of an asset to maintain its service potential is capitalised.

e) Capital work in progress

The cost of property, plant and equipment being constructed by Council includes the cost of purchased services, materials, direct labour and an appropriate proportion of labour oncosts.

f) Depreciation

Land is not depreciated as it has an unlimited useful life. Depreciation on other property, plant and equipment assets is calculated on a straight-line basis to write-off the value of each depreciable asset, less its estimated residual value (where applicable), progressively over its estimated useful life to Council. The straight-line basis is considered to appropriately reflect the pattern of consumption of all Council assets.

Council reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical or physical obsolescence that may change the utility of infrastructure assets.

Where assets have separately identifiable significant components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

The condition assessments performed as part of the comprehensive revaluation process for assets measured at current replacement cost are used to estimate the remaining useful lives of these assets at each reporting date. Generally the majority of above ground assets are individually inspected during a revaluation and a statistically significant sample of below ground assets are inspected in accordance with industry standards. Details of the range of estimated characteristic useful lives for each class of asset are shown in the table earlier in this note.

g) Impairment of non-current assets

Property, plant and equipment is assessed for indicators of impairment annually. If an indicator of possible impairment exists, Council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

14 Intangible assets

Software

| | 2025 \$ | 2024 \$ |
|---|----------------|----------------|
| Opening gross carrying value | 201,991 | 196,043 |
| Additions | - | 41,120 |
| Disposals | - | (35,172) |
| Closing gross carrying value | <u>201,991</u> | <u>201,991</u> |
| Accumulated amortisation | | |
| Opening balance | 146,992 | 143,408 |
| Amortisation in the year | 22,122 | 38,756 |
| Disposals | - | (35,172) |
| Closing balance | <u>169,114</u> | <u>146,992</u> |
| Net carrying value at the end of the financial year | <u>32,876</u> | <u>54,998</u> |

Software has a finite life estimated at 5 years. Straight line amortisation has been used with no residual value.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

15 Contract balances

Contract assets represents the excess of costs incurred in relation to a contract with the customer or construction of an asset over the amounts that Council has invoiced the customer or the grantor. Where Council has invoiced the customer or the grantor amounts in excess of what it has incurred in relation to a contract or in constructing an asset, this gives rise to a contract liability.

| | 2025 | 2024 |
|---|------------|-----------|
| | \$ | \$ |
| a Contract assets | 8,563,329 | 3,366,657 |
| b Contract liabilities | | |
| Funds received upfront to construct Council controlled assets | 35,493,203 | 1,731,890 |
| Non-capital performance obligations not yet satisfied | 401,458 | 142,778 |
| | 35,894,661 | 1,874,668 |

Revenue recognised that was included in the contract liability balance at the beginning of the year

| | | |
|--|-----------|---------|
| Funds to construct Council controlled assets | 1,731,890 | 707,898 |
| Non-capital performance obligations (including deposits received in advance) | 142,778 | 197,443 |
| | 1,874,668 | 905,342 |

Satisfaction of contract liabilities

The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next 1 year.

16 Leases

Council as a lessee

Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.

The right-of-use asset is measured using the cost model and is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Council has leases in place over buildings, vehicles and equipment.

Buildings

Council leases one building which is used as an office for the disaster recovery works relating to Tropical Cyclone Jasper. The lease term is 24 months and includes a fixed annual increase.

Vehicles

Council leases vehicles which are used for the disaster recovery works relating to Tropical Cyclone Jasper. They have a lease term of 24 months. The lease payments are fixed for the term of the lease.

Equipment

Council leases a number of items of equipment that are considered low value and are therefore not subject to lease accounting.

Right of use assets

| | Buildings | Vehicles | Other | Total |
|---|-----------|----------|----------|-----------|
| | \$ | \$ | \$ | \$ |
| Balance at 1 July 2024 | - | - | - | - |
| Additions to right-of-use assets | 269,150 | 140,079 | 80,659 | 489,888 |
| Adjustments to right-of-use assets due to Depreciation charge | (134,575) | (70,039) | (62,734) | (267,348) |
| Impairment of right-of-use assets | - | - | - | - |
| Balance at 30 June 2025 | 134,575 | 70,040 | 17,925 | 222,540 |
| Balance at 1 July 2023 | - | - | - | - |
| Additions to right-of-use assets | - | - | - | - |
| Adjustments to right-of-use assets due to Depreciation charge | - | - | - | - |
| Impairment of right-of-use assets | - | - | - | - |
| Balance at 30 June 2024 | - | - | - | - |

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

Lease liabilities

The table below shows the maturity analysis of the lease liabilities based on contractual cash flows and therefore the amounts will not be the same as the recognised lease liability in the statement of financial position.

| | < 1 year | 1–5 years | > 5 years | Total | Total per statement of financial position |
|------|----------|-----------|-----------|---------|---|
| | \$ | \$ | \$ | \$ | \$ |
| 2025 | 167,090 | - | - | 167,090 | 163,037 |
| 2024 | - | - | - | - | - |

Amounts included in the statement of comprehensive income related to leases

The following amounts have been recognised in the statement of comprehensive income for leases where Council is the lessee

| | 2025 | 2024 |
|--|----------------|----------|
| | \$ | \$ |
| Interest on lease liabilities | 15,889 | - |
| Depreciation of right to use assets | 267,348 | - |
| Expenses relating to short-term leases | 31,960 | - |
| Expenses relating to low-value assets | 47,040 | - |
| | 362,237 | - |
| Total cash outflows for leases | 421,740 | - |

17 Trade and other payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price net of applicable discounts other than contingent discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

Council has an obligation to pay sick leave on termination to certain employees and therefore a liability has been recognised for this obligation. This liability represents an accrued expense.

| | 2025 | 2024 |
|----------------------------|-------------------|-------------------|
| | \$ | \$ |
| Current | | |
| Creditors and accruals | 9,046,276 | 13,345,837 |
| Accrued wages and salaries | 523,422 | 563,508 |
| Unearned revenue | 180,550 | 164,633 |
| Prepaid rates | 1,263,886 | 1,378,560 |
| Sick leave | 305,781 | 332,041 |
| Other entitlements | 89,055 | 122,469 |
| | 11,408,971 | 15,907,047 |

18 Provisions

Liabilities are recognised for employee benefits such as annual and long service leave in respect of services provided by the employees up to the reporting date.

Short-term benefits which are expected to be wholly settled within 12 months are calculated on wage and salary levels which are expected to be paid and includes related employee on-costs. Amounts not expected to be wholly settled within 12 months are calculated on projected future wage and salary levels and related employee on-costs, and are discounted to present values.

As Council does not have an unconditional right to defer settlement of annual leave beyond twelve months after the reporting date, annual leave is classified as a current liability.

Restoration Provision

A provision is made for the cost of restoration of assets and other future restoration costs where it is probable Council will be liable, or required, to incur such a cost on the cessation of use of the facility.

The provision is measured at the expected cost of the work required discounted to current day values using an appropriate rate. The current Queensland Treasury Corporation ("QTC") lending rate is considered an appropriate rate.

Restoration on land not controlled by Council

Where the restoration site is on State reserves which Council does not control, the cost of the provision for restoration of these sites has to be treated as an expense in the reporting period the provision is first recognised. Changes in the provision due to time, discount rate or expected future cost are treated as an expense or income in the reporting period in which they arise.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

Lease liabilities

The table below shows the maturity analysis of the lease liabilities based on contractual cash flows and therefore the amounts will not be the same as the recognised lease liability in the statement of financial position.

| | < 1 year | 1–5 years | > 5 years | Total | Total per statement of financial position |
|------|----------|-----------|-----------|---------|---|
| | \$ | \$ | \$ | \$ | \$ |
| 2025 | 167,090 | - | - | 167,090 | 163,037 |
| 2024 | - | - | - | - | - |

Amounts included in the statement of comprehensive income related to leases

The following amounts have been recognised in the statement of comprehensive income for leases where Council is the lessee

| | 2025 | 2024 |
|--|----------------|----------|
| | \$ | \$ |
| Interest on lease liabilities | 15,889 | - |
| Depreciation of right to use assets | 267,348 | - |
| Expenses relating to short-term leases | 31,960 | - |
| Expenses relating to low-value assets | 47,040 | - |
| | 362,237 | - |
| Total cash outflows for leases | 421,740 | - |

17 Trade and other payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price net of applicable discounts other than contingent discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

Council has an obligation to pay sick leave on termination to certain employees and therefore a liability has been recognised for this obligation. This liability represents an accrued expense.

| | 2025 | 2024 |
|----------------------------|------------|------------|
| | \$ | \$ |
| Current | | |
| Creditors and accruals | 9,046,276 | 13,345,837 |
| Accrued wages and salaries | 523,422 | 563,508 |
| Unearned revenue | 180,550 | 164,633 |
| Prepaid rates | 1,263,886 | 1,378,560 |
| Sick leave | 305,781 | 332,041 |
| Other entitlements | 89,055 | 122,469 |
| | 11,408,971 | 15,907,047 |

18 Provisions

Liabilities are recognised for employee benefits such as annual and long service leave in respect of services provided by the employees up to the reporting date.

Short-term benefits which are expected to be wholly settled within 12 months are calculated on wage and salary levels which are expected to be paid and includes related employee on-costs. Amounts not expected to be wholly settled within 12 months are calculated on projected future wage and salary levels and related employee on-costs, and are discounted to present values.

As Council does not have an unconditional right to defer settlement of annual leave beyond twelve months after the reporting date, annual leave is classified as a current liability.

Restoration Provision

A provision is made for the cost of restoration of assets and other future restoration costs where it is probable Council will be liable, or required, to incur such a cost on the cessation of use of the facility.

The provision is measured at the expected cost of the work required discounted to current day values using an appropriate rate. The current Queensland Treasury Corporation ("QTC") lending rate is considered an appropriate rate.

Restoration on land not controlled by Council

Where the restoration site is on State reserves which Council does not control, the cost of the provision for restoration of these sites has to be treated as an expense in the reporting period the provision is first recognised. Changes in the provision due to time, discount rate or expected future cost are treated as an expense or income in the reporting period in which they arise.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

Restoration on land controlled by Council

Where the restoration site is on Council controlled land, the cost of the restoration provision is added to the cost of the land as an improvement and amortised over the expected useful life. Changes in the provision, not arising from the passing of time, are added to or deducted from the asset revaluation surplus for solid waste disposal. If there is no available revaluation surplus, increases in the provision are treated as an expense and recovered out of future decreases, if any. Changes to the provision resulting from the passing of time (the unwinding of the discount) are treated as a finance cost.

Long Service Leave

A liability for long service leave is measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The value of the liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in Council's employment. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The current Queensland Treasury Corporation ("QTC") lending rates are used to discount the estimated future cash outflows to their present value.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer settlement of long service leave beyond twelve months after the reporting date, long service leave is classified as current. Otherwise it is classified as non-current.

| | 2025 \$ | 2024 \$ |
|----------------------|------------------|------------------|
| Current | | |
| Landfill restoration | 757,122 | 567,895 |
| Annual leave | 2,359,410 | 2,103,303 |
| Long service leave | 2,107,771 | 1,934,139 |
| | <u>5,224,303</u> | <u>4,605,338</u> |
| Non-current | | |
| Landfill restoration | 3,659,223 | 3,766,272 |
| Long service leave | 503,948 | 554,868 |
| | <u>4,163,170</u> | <u>4,321,141</u> |

Details of movements in provisions:

| | 2025 \$ | 2024 \$ |
|--|------------------|------------------|
| Property restoration: Landfill sites | | |
| Balance at the beginning of the financial year | 4,334,167 | 5,400,004 |
| Increase in provision due to unwinding of discount | 366,177 | 123,691 |
| Increase / (decrease) in provision for future cost | 332,908 | (89,144) |
| Provision expended to date | (616,908) | (1,100,285) |
| Balance at the end of the financial year | <u>4,416,343</u> | <u>4,334,167</u> |

Council has two landfill sites located at Newell Beach and Killaloe and a Sanitary Depot. The provision is stated at the present value of the estimated cost of restoring the landfill sites to a standard required under licensing conditions. The Killaloe site is undergoing final capping with post closure monitoring until the 2055 financial year. Newell Beach landfill is commencing final capping in the 2026 financial year (with post closure monitoring until the 2056 financial year). The Sanitary Depot remediation works are finalised and submission has been made to the regulator for the removal or amendment of licensing requirements in 2026. Post closure monitoring is expected for the Sanitary Depot until 2056 financial year.

19 Asset revaluation surplus

The asset revaluation surplus comprises adjustments relating to changes in value of property, plant and equipment that do not result from the use of those assets. Net incremental changes in the carrying value of classes of non-current assets since their initial recognition are accumulated in the asset revaluation surplus.

Where a class of assets is decreased on revaluation, that decrease is offset first against the amount remaining in the asset revaluation surplus in respect of that class. Any excess is treated as an expense.

When an asset is disposed of, the amount reported in surplus in respect of that asset is retained in the asset revaluation surplus and not transferred to retained surplus.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

| | 2025 \$ | 2024 \$ |
|--|--------------------|--------------------|
| Movements in the asset revaluation surplus were as follows: | | |
| Balance at the beginning of the financial year | 122,912,163 | 104,064,721 |
| Net adjustment to non-current assets at end of period to reflect a change in current fair value: | | |
| Land and land improvements | - | 669,414 |
| Buildings and other structures | - | 3,488,740 |
| Transport assets | 10,328,079 | 8,321,449 |
| Water, Sewerage and Solid waste | - | 8,870,343 |
| Drainage | - | 1,615,042 |
| Fair value decrement: | | |
| Land and land improvements | - | (2,867) |
| Buildings and other structures | - | (137,747) |
| Transport assets | - | (3,976,932) |
| Balance at the end of the financial year | <u>133,240,242</u> | <u>122,912,163</u> |

Asset revaluation surplus analysis

The closing balance of the asset revaluation surplus comprises the following asset categories:

| | | |
|--|--------------------|--------------------|
| Land and land improvements | 3,411,461 | 3,411,461 |
| Buildings and other structures | 27,815,112 | 27,815,112 |
| Transport assets | 27,220,850 | 16,892,771 |
| Water, Sewerage and Solid waste disposal | 72,446,551 | 72,446,551 |
| Drainage | 2,346,268 | 2,346,268 |
| | <u>133,240,242</u> | <u>122,912,163</u> |

20 Commitments for expenditure

Capital Commitments

| | | |
|--|------------|-----------|
| Land and Land Improvements | 107,899 | 346,007 |
| Buildings and other structures | 1,310,175 | 594,674 |
| Transport assets | 71,558,587 | 5,668,257 |
| Water, Sewerage and Solid Waste disposal | 1,513,725 | 2,409,469 |
| Plant and Equipment | 367,613 | 490,356 |
| Drainage | - | 460,427 |
| Marine | 9,023,351 | 116,577 |

These expenditures are payable as follows:

| | | |
|--|-------------------|-------------------|
| Not later than 1 year | 74,741,093 | 9,895,800 |
| Later than 1 year but not later than 5 | 9,140,258 | 189,965 |
| | <u>83,881,351</u> | <u>10,085,765</u> |

21 Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Mutual

Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or being unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2025 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

The Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The Council's maximum exposure to the bank guarantee is \$689,922

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

22 Superannuation

Council contributes to the Brighter Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each standard permanent employee who is a defined benefit member. This rate is set in accordance with the Brighter Super trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the Local Government Act 2009. The scheme is managed by the Brighter Super trustee.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate obligations, but has not been recognised as an asset or liability of the Council.

Technically Council can be liable to the scheme for a portion of another local government's obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and, in accordance with the Brighter Super trust deed, changes to council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2027.

The most significant risks that may result in Brighter Super increasing the contribution rate, on the advice of the actuary, are:

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

| | Note | 2025 \$ | 2024 \$ |
|---|------|------------|------------|
| The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of employees was: | 6 | 2,255,029 | 1,970,233 |

23 Reconciliation of net result for the period to net cash inflow (outflow) from operating activities

| | | |
|--|--------------|-------------|
| Net result | 46,692,503 | (5,089,190) |
| Non-cash items: | | |
| Depreciation and amortisation | 17,644,227 | 15,565,028 |
| Revaluation adjustments | - | (484,595) |
| Loss on asset write-off | - | 3,970,574 |
| Change in future rehabilitation and restoration costs | 699,083 | 34,447 |
| | 18,343,310 | 19,085,454 |
| Investing and development activities (non-cash): | | |
| Net profit or loss on disposal of non-current assets | 1,264,664 | 2,431,226 |
| Capital grants, contributions and reimbursements | (47,529,589) | (7,297,641) |
| Donated assets | 78,960 | 333,731 |
| | (46,185,965) | (4,532,684) |
| Changes in operating assets and liabilities: | | |
| (Increase)/decrease in receivables | (1,622,710) | (242,615) |
| (Increase)/decrease in inventory | (42,731) | 53,429 |
| (Increase)/decrease in prepayments | (187,751) | 60,074 |
| (Increase)/decrease in contract assets (recurrent grants) | (68,287) | (36,447) |
| Increase/(decrease) in payables | (5,114,982) | 8,620,883 |
| Increase/(decrease) in contract liabilities (recurrent grants) | 258,680 | (54,665) |
| Increase/(decrease) in other provisions | 378,818 | 126,918 |
| Increase/(decrease) in unearned revenue | (159,633) | (153,116) |
| | (6,558,596) | 8,374,461 |
| Net cash inflow from operating activities | 12,291,251 | 17,838,041 |

24 Events after the reporting period

At a closed Special Council meeting on 12 August 2025, Council approved to award the Daintree Ferry Contract to a private contractor for 20 years.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

25 Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

Risk management framework

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. Council aims to manage volatility to minimise potential adverse effects on its financial performance.

The Douglas Shire Council Audit Committee oversees how management monitors compliance with Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by Council. The audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Douglas Shire Council Audit Committee.

Council does not enter into derivatives.

Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar state/ commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

No collateral is held as security relating to the financial assets held by Council.

The carrying amount of financial assets at the end of the reporting period represents the maximum exposure to credit risk.

Liquidity risk

Liquidity risk is the risk that Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. Council is exposed to liquidity risk through its normal course of business. Council manages its exposure to liquidity risk by maintaining sufficient cash deposits to cater for unexpected volatility in cash flows.

Council is exposed to liquidity risk in relation to its financial liabilities, being trade and other payables, which are expected to be settled within 12 months.

Market risk

Market risk is the risk that changes in market indices, such as interest rates, will affect Council's income or the value of its holdings of financial instruments.

Currency risk

Council is not exposed to currency risk as all investments are held in Australian currency.

Price risk

Council is not exposed to price risk as investments are held with financial institutions, rather than shares or stocks.

Interest rate risk

Council is exposed to interest rate risk through investments with financial institutions.

Sensitivity

Interest rate sensitivity analysis evaluates the outcome on financial result if interest rates would change by +/- 1 percent from the year-end rates applicable to Council's financial assets and financial liabilities. With all other variables held constant, Council would have a financial result and equity increase/(decrease) of \$637,012 (2024: \$340,734).

(b) Fair value

The fair value of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment. The carrying value of cash and cash equivalents, short term payables and receivables is considered a reasonable approximation of fair value.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

26 Transactions with related parties

(a) Transactions with key management personnel (KMP)

KMP include the Mayor, Councillors, Council's Chief Executive Officer and some executive management. The compensation paid to KMP comprises:

| | 2025 | 2024 |
|-------------------------------------|------------------|------------------|
| | \$ | \$ |
| Short-term employee benefits | 945,369 | 1,535,001 |
| Post-employment benefits | 89,006 | 178,430 |
| Long-term benefits | 18,691 | 35,117 |
| Termination benefits | - | 172,187 |
| Sub-Total | 1,053,067 | 1,920,735 |
| Provision of KMP provided by agency | 358,279 | 714,466 |
| Total | 1,411,346 | 2,635,201 |

Detailed remuneration disclosures are provided in the annual report.

(b) Transactions with other related parties

Other related parties include close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

Details of transactions between Council and other related parties are disclosed below:

| Details of Transaction | Additional information | 2025 | 2024 |
|--|------------------------|--------|---------|
| | | \$ | \$ |
| Purchase of materials and services from entities controlled by key management personnel or their close family members. | 26(b)(i) | - | 334,460 |
| Employee Expenses for close family members of key management personnel | 26(b)(ii) | 63,550 | 302,429 |

(i) During the year there were no entities controlled by KMP providing materials and services to Council. Last year there was one, and a further two entities controlled by close family members of KMP provided services to Council during the year. All transactions occurred through an arm's length process under normal terms and conditions. There were no other material transactions with other related parties during the year. All transactions with other related parties occurred at arm's length and under Council's normal terms and conditions.

(ii) One close family member of key management personnel was employed through an arm's length process (In 2024 there were four). They are paid in accordance with the Award for the job they perform.

(c) Outstanding balances

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

| Receivables | Amounts owed by entities controlled by KMP | Amounts owed by entities controlled by KMP |
|---------------------------|---|---|
| | 2025 | 2024 |
| Current | \$ - | \$ 813 |
| Past due 31-60 days | \$ - | \$ - |
| Past due 61 - 90 days | \$ - | \$ 715 |
| More than 90 days overdue | \$ - | \$ - |
| Total owing | \$ - | \$ 1,528 |
| Payables | Amounts owed to entities controlled by KMP | Amounts owed to entities controlled by KMP |
| | 2025 | 2024 |
| Current | \$ - | \$ - |
| Past due 31-60 days | \$ - | \$ - |
| Past due 61 - 90 days | \$ - | \$ - |
| More than 90 days overdue | \$ - | \$ - |
| Total owing | \$ - | \$ - |

No expense has been recognised in the current year or prior year for bad or doubtful debts in respect of amounts owed by related parties.

Douglas Shire Council
Notes to the financial statements
For the year ended 30 June 2025

(d) Loans and guarantees to/from related parties

Council does not make loans or receive loans from related parties. No guarantees have been provided.

(e) Transactions with related parties that have not been disclosed.

Most of the entities and people that are related parties of Council live and operate within the Douglas Shire. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Dog registration
- Use of swimming pool
- Borrowing books from a Council library

Council has not included these types of transactions in its disclosure, where they are made on the same terms and conditions available to the general public.

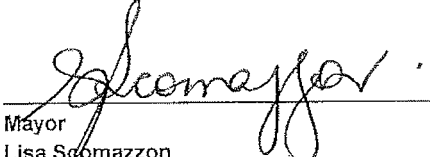
Douglas Shire Council
Financial statements
For the year ended 30 June 2025

Management Certificate
For the year ended 30 June 2025

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

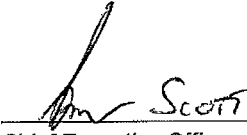
In accordance with section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements as set out on pages 3 to 29 present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Mayor
Lisa Scomazzon

Date: 14 / 10 / 2025



Chief Executive Officer
Scott Osman

Date: 14 / 10 / 2025

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Douglas Shire Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Douglas Shire Council.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2025, and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Douglas Shire Council's annual report for the year ended 30 June 2025 was the current-year financial sustainability statement – audited ratios, current year financial sustainability statement – unaudited contextual ratios and long-term financial sustainability statement – unaudited.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



William Cunningham
as delegate of the Auditor-General

15 October 2025

Queensland Audit Office
Brisbane

Douglas Shire Council
Current-year Financial Sustainability Statement - Audited ratios for the year ended 30 June 2025

| Type | Measure | Target (Tier 5) | 5-Year Average | | Council Narrative |
|------------------|---------------------------------------|-----------------------------------|---------------------|---------|--|
| | | | Actual Current Year | Council | |
| Liquidity | Unrestricted Cash Expense Cover Ratio | Greater than 4 months (single yr) | 5.81 | N/A | Council has sufficient unrestricted cash to contribute toward the cost of future planned and unplanned expenditures. |
| | Operating Surplus Ratio | Greater than -2% (5 yr average) | 1.66% | -1.64% | Council is comfortably covering its core operational expenditure. |
| Asset Management | Operating Cash Ratio | Greater than 0% (5 yr average) | 28.04% | 23.40% | Council is comfortably covering its core operational requirements. |
| | Asset Sustainability Ratio | Greater than 90% (5 yr average) | 265.01% | 129.28% | Council is spending appropriate levels on renewals of assets. |
| | Asset Consumption Ratio | Greater than 60% (5 yr average) | 61.77% | 62.10% | Council's assets are being consumed in line with their estimated useful lives. |

The current year financial sustainability statement is prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the five reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

Certificate of Accuracy

For the year ended 30 June 2025

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.

Mayor

Lisa Scamozzo

Date: 14/10/2025

Chief Executive Officer

Scott Osman

Date: 14/10/2025

Douglas Shire Council
Long-Term Financial Sustainability Statement - Unaudited
Prepared as at 30 June 2025

Measures of Financial Sustainability
Council

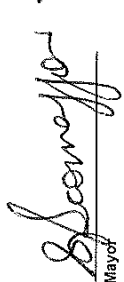
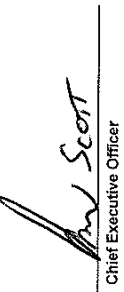
Projected for the years ended

| Type | Measure | Target (Tier 5) | Actuals as at 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 | 30 June 2029 | 30 June 2030 | 30 June 2031 | 30 June 2032 | 30 June 2033 | 30-Jun-34 |
|-----------------------|----------------------------|---------------------------------|----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------|
| Financial Capacity | Council-Controlled Revenue | N/A | 76.78% | 84.15% | 84.56% | 84.99% | 85.58% | 86.14% | 86.30% | 86.46% | 86.61% | 86.77% |
| | Population Growth | N/A | 1.32% | 0.86% | 0.92% | 1.02% | 0.88% | 0.81% | 0.92% | 0.93% | 0.93% | 0.91% |
| Operating Performance | Operating Surplus Ratio | Greater than -2% (5 yr average) | 1.66% | -0.39% | 0.08% | 0.10% | 0.29% | 0.33% | 0.46% | 0.58% | 0.71% | 0.83% |
| | Operating Cash Ratio | Greater than 0% (5 yr average) | 28.04% | 24.71% | 24.99% | 24.89% | 25.01% | 24.97% | 25.00% | 25.02% | 25.05% | 25.08% |
| Asset Management | Asset Sustainability Ratio | Greater than 80% (5 yr average) | 265.01% | 93.99% | 94.56% | 93.69% | 93.31% | 92.39% | 91.75% | 93.20% | 95.19% | 95.92% |
| | Asset Consumption Ratio | Greater than 60% (5 yr average) | 61.77% | 66.39% | 66.31% | 66.22% | 66.12% | 66.01% | 65.88% | 65.79% | 65.76% | 65.76% |

Council's long term financial management strategy is to achieve all measures of financial sustainability, and this is consistent with council's long term forecast.

Certificate of Accuracy
For the long-term financial sustainability statement prepared as at 30 June 2025

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the Local Government Regulation 2012 (the Regulation).
In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



 Mayor Lisa Scamozzo
 Chief Executive Officer Scott Osman
 Date: 14/10/2025
 Date: 14/10/2025

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Douglas Shire Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Douglas Shire Council for the year ended 30 June 2025, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Douglas Shire Council for the year ended 30 June 2025 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to the note which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Douglas Shire Council's annual report for the year ended 30 June 2025 was the general-purpose financial statements, current-year financial sustainability statement – unaudited contextual ratios and the long-term financial sustainability statement – unaudited.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

In connection with my audit of the financial sustainability statement, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial sustainability statement and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



William Cunningham
as delegate of the Auditor-General

15 October 2025

Queensland Audit Office
Brisbane

Douglas Shire Council

Current-year Financial Sustainability Statement - Unaudited contextual ratios for the year ended 30 June 2025

| Type | Measure | Target (Tier 5) | Actual Current Year | | 5-Year Average Council | Council Narrative |
|--------------------|-----------------------------|-----------------|---------------------|---------|------------------------|--|
| | | | Year | Council | | |
| Financial Capacity | Council-Controlled Revenue* | N/A | 76.78% | | 79.37% | The 5 year average ratio indicates that Council has a healthy rate base and appropriately costed fees and charges rates to generate revenue without relying on external sources The Shire's population growth continues to be variable. |
| | Population Growth* | N/A | 1.32% | | 1.01% | |

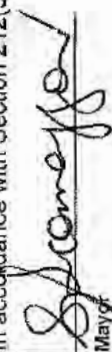
The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the two reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

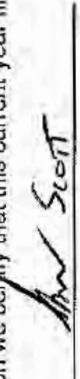
Certificate of Accuracy

For the year ended 30 June 2025

This current-year financial sustainability statement - Contextual Ratios has been prepared pursuant to Section 178 of the Local Government Regulation 2012 (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement (Contextual Ratios) has been accurately calculated.


Mayor
Lisa Scomazzon


Chief Executive Officer
Scott Osman

Date: 14/10/2025

Date: 14/10/25

Acronyms and Abbreviations

| | |
|---------|--|
| AASB | Australian Accounting Standards Board |
| ABS PPI | Australian Bureau of Statistics Producer Price Index |
| ANZAC | Australian and New Zealand Army Corps |
| ATO | Australian Taxation Office |
| BAU | Business As Usual |
| BYO | Bring Your Own |
| CEO | Chief Executive Officer |
| CREB | Cairns Regional Electricity Board |
| DETSI | Department of Environment, Tourism, Science and Innovation |
| DMU | Disaster Management Unit |
| DRFA | Disaster Recovery Funding Arrangements |
| EEO | Equal Employment Opportunity |
| FNQ | Far North Queensland |
| GIS | Geographic Information System |
| GST | Goods and Services Tax |
| HR | Human Resources |
| ICT | Information and Communications Technology |
| Inc. | Incorporated |
| IPWEA | Institute of Public Works Engineering Australasia |
| KMP | Key Management Personnel |
| LDCC | Local Disaster Coordination Centre |
| LDMP | Local Disaster Management Plan |
| LGA | Local Government Act 2009 |
| LGM | Local Government Mutual Scheme |

| | |
|--------|---|
| LGMA | Local Government Managers Australia |
| LGR | Local Government Regulations 2012 |
| LHAP | Local Housing Action Plan |
| MNDB | Mandatory Notification of Data Breach |
| MOU | Memorandum of Understanding |
| NAIDOC | National Aboriginal and Islander Day Observance Committee |
| Q1 | Quarter 1 |
| QCA | Queensland Competition Authority |
| QCWA | Queensland Country Women's Association |
| QRA | Queensland Reconstruction Authority |
| QLD | Queensland |
| QTC | Queensland Treasury Corporation |
| RADF | Regional Arts Development Fund |
| RAP | Reconciliation Action Plan |
| RAW | Reconciliation Action Week |
| REPA | Reconstruction of Essential Public Assets |
| RSL | Returned and Services League of Australia |
| RTI | Right To Information |
| SA | South Australia |
| SES | State Emergency Service |
| SVS | State Valuation Service |
| T/A | Trading As |
| TC | Tropical Cyclone |
| TEQ | Tourism and Events Queensland |
| TPDD | Tourism Port Douglas Daintree |
| U3A | University of the Third Age |

Feedback

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Image courtesy Tourism Tropical North Queensland

