7.13. QUARTERLY (Q1) CAPITAL WORKS REPORT

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EXECUTIVE	General Manager Infrastructure
DEPARTMENT	Infrastructure
TEAM	Infrastructure Planning and Delivery
DATE	24 November 2026

RECOMMENDATION

That Council note the progress of the Capital Works Program for the period 1 July to 30 September 2026.

EXECUTIVE SUMMARY

The Quarter 1 review of the 2026/27 Capital Works Program reflects a formative period focused on progressing projects carried over from the previous financial year, completing smaller works and establishing this year's program for delivery. The program comprises 133 projects, including 37 reactive program projects, reflecting the breadth of planned capital works and responsive infrastructure requirements across the Douglas Shire. Activities during the quarter have included project planning, design development, procurement and tender preparation, with several projects completed, others commencing construction and a number progressing towards delivery.

A key achievement during the quarter was the completion of the procurement process and selection of the preferred tenderer for the Cooya Beach Reservoirs Connect and Commission project, representing a significant investment in water security and network resilience for Cooya Beach and the broader Mossman water supply network.

The Daintree River Ferry Landside Civil Works project also achieved significant progress, with most earthworks completed despite challenging ground conditions and ongoing wet weather.

The Mossman River Intake project continues to progress under the Disaster Recovery Funding Arrangements (DRFA) Water Program, with delivery coordination managed through the Infrastructure Recovery team.

Several other significant projects are progressing towards tender, including the Port to Mossman Principal Cycle Network design, Junction Road drainage design, and Alchera Road drainage and pedestrian upgrades. Tenders for these projects are anticipated to be released in early to mid-Quarter 2, subject to design finalisation and procurement readiness.

As the program moves into Quarter 2, the focus will shift towards converting planning and procurement activities into construction delivery and increasing expenditure against the approved budget. Delivery will continue to be influenced by contractor availability, weather conditions, market pressures and project-specific risks.

Budget Reviews 1 and 2 will provide opportunities to refine project forecasts, improve budget certainty, address emerging delays and risks, and identify opportunities to optimise delivery across the program.

Overall, the first quarter has established a foundation for the year's capital works delivery, with continued emphasis on realistic scheduling, effective resource allocation and progressing priority projects to achieve the best possible outcomes for the Douglas Shire community.

PREVIOUS COUNCIL CONSIDERATIONS / RESOLUTIONS

At the Special Councillor Meeting held 16 June 2026, Council adopted the Annual Budget for 2026/27 year including the capital works budget.

REPORT/BACKGROUND

Each year, Council commits to renewing and upgrading existing infrastructure and delivering new infrastructure to support the needs of the Douglas Shire community. Capital works are funded through a combination of Council revenue and grant funding provided by the Queensland and Australian Governments through various government agencies.

The focus during the first quarter has been on establishing the 2026/27 capital works program and progressing projects through design, scoping and procurement. While expenditure and construction activity remain below initial forecasts, several key projects are approaching tender or contract award. As these projects transition into construction, delivery activity and expenditure are expected to increase over the coming months.

Attachment 1 provides a summary and detailed breakdown of the progress of the 2026/27 Capital Works Program.

Council continues to implement strategies to improve the planning and delivery of the Capital Works Program. These include early project scoping and design, staged delivery where appropriate, preparation of project plans, improved procurement scheduling and the use of additional project management resources.

The following table summarises the overall status of capital projects and programs for Quarter:

Description	Projects and Programs	Complete	Commenced	Still to commence
Budget Value	$43,339,177			
Number of Projects	133	17	100	16
Actual Expenditure		$ 406,987	$ 5,731,227	-
Budget percentage attributed to project status		0.12%	92.57%	7.31%

Project expenditure is currently approximately 15% of the approved budget. While 16 projects have yet to commence, 100 projects have commenced and working towards or through tendering and delivery stages. This is expected to translate into an increased expenditure rate

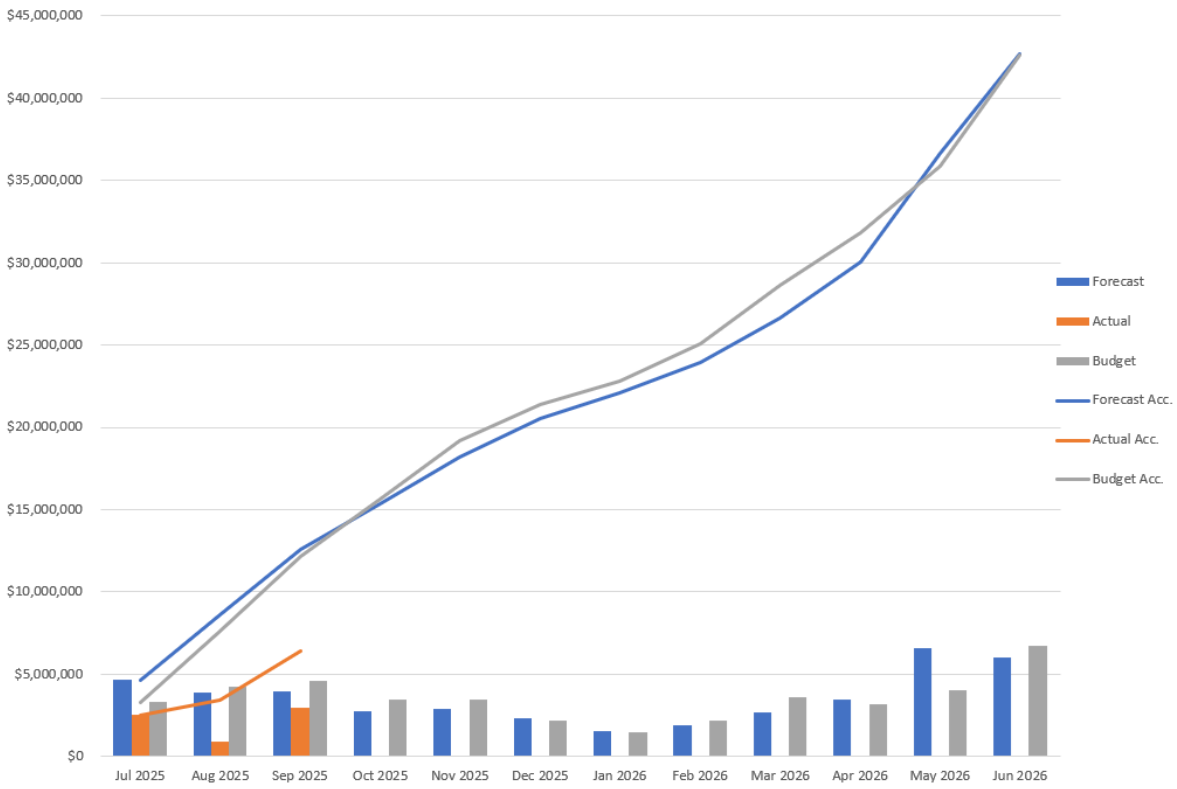
over the coming months, particularly as major projects such as Cooya Beach Reservoirs Connect and Commission, Mossman River Intake and Daintree River Ferry Landside Civil Works progress.

The primary factors contributing to lower-than-forecast expenditure and delays in project commencement include:

- Procurement delays: Delayed award of major projects, including Cooya Beach Reservoirs and Mossman River Intake, due to budget constraints and longer-than-anticipated procurement timeframes.
- Project management resourcing: Projects awaiting tender due to limited project management resources to finalise scopes, prepare tender documentation and ensure delivery aligns with Council's requirements.
- Wet weather impacts: Ongoing wet weather has contributed to construction delays on the Daintree River Ferry Landside Infrastructure Project.
- Long-lead materials: Delayed commencement of construction due to extended supply lead times for materials such as concrete culverts, reflecting market demand and supply constraints.
- Design issues: Some projects have required further design review and revisions before construction can commence.
- Strategic land purchases: Planned strategic land acquisitions have not yet progressed during the 2026/27 financial year.
- DRFA program uncertainty: Some projects have been deferred or cancelled while awaiting confirmation of Disaster Recovery Funding Arrangements (DRFA) programs.

Progress against the approved budget and expenditure forecast is shown in the graph below. Forecasting has recently been introduced to improve visibility of anticipated expenditure and support management decision-making.

The 2026/27 budget was developed using the forecasts available at the commencement of the financial year. Based on actual delivery performance during July and August, the expenditure forecast will be reviewed and rebase lined as part of the Q2 reporting process to better reflect expected project delivery timeframes and anticipated costs. This will improve the accuracy of future reporting and provide a more realistic outlook on Council's capital works expenditure for the remainder of the financial year.



Overall Capital Works Program:
A copy of the overall Capital works program is attached for reference. This layout is for information purposes only and not for distribution as it contains some sensitive information regarding direct capital allocation.

Please note the use of the “traffic light” system to quickly draw attention to those projects that have been flagged by officers as having issues relating to either budget and or scope of work and or risks/delays/opportunities.

Work Order Status	Green	Yellow	Red	Total
Budget	92	34	7	**133**
Program Status	84	45	4	**133**
Risks/Delays/Opportunities	82	44	7	**133**

Major Projects:

Mossman River Intake

Council has aligned the Mossman River Intake project with the Raw Water Storage project under the Disaster Recovery Funding Arrangements (DRFA) Water Program. The revised project scope and program have been agreed with relevant agencies, providing greater confidence in meeting grant milestones and delivering the project.
The project has now transitioned to the Infrastructure Recovery team, which will oversee its ongoing management and reporting.

Cooya Beach Reservoirs Connect and Commission

The Cooya Beach Reservoirs Connect and Commission project continues to progress, with additional grant funding secured to support delivery of the expanded scope. The project will connect the two existing reservoirs to the drinking water network, improving storage capacity and water supply resilience for Cooya Beach and the surrounding network.

The key focus was progressing the project towards contract award, moving forward the team will work to manage the available funding and ensuring delivery aligns with grant requirements and project milestones.

Daintree Ferry Landside Infrastructure

The Daintree River Ferry Landside Civil Works project has progressed through construction, with works affected by ongoing wet weather and weaker-than-anticipated subgrade conditions. Independent engineering advice has resulted in additional foundation rock and geosynthetic reinforcement to improve pavement stability and reduce the risk of future settlement and premature failure. Council continues to monitor construction progress, manage cost and delivery risks, and provide monthly updates to the Daintree Community.

Daintree Ferry

Design is well progressed with the program still on track to deliver the new ferry for December 2027. Hull sections are being fabricated, and sections welded together. A program of ferry build will be submitted by Birdon.

Other

Several key projects are approaching tender, including the Port to Mossman Principal Cycle Network (PCN) design, Junction Road drainage design, and Alchera Road drainage and pedestrian upgrades, with tenders anticipated in October and November 2026.

FINANCIAL AND RESOURCE IMPLICATIONS

The early 2026 global fuel price escalation are demonstrating an effect on budgets including material and labour cost increases. Grant funded projects will also be affected as most of these were already budgeted before the crisis as have many of this year’s financial year projects.

Budget Review 1 proposed adjustments:

As the financial year progresses, Budget Reviews 1 and 2 will be used to improve certainty across the capital works budget and delivery program. These reviews will provide an opportunity to reassess project status, update cost estimates and delivery timeframes, and identify projects requiring budget adjustments. The reviews will also help address emerging risks, delays, and resourcing constraints, and where necessary, reallocate funding to complete projects. Accurate forecasting assist Council in managing its cashflow and treasury efficiently.

As an example, Council recently awarded Cooya Beach Reservoir Connect and Commission project, which required up to an additional $2,865,869.18 of Council funding. It is proposed to use Budget Review 1 to allocate funding from projects that won't reasonably be delivered this financial year.

RISK MANAGEMENT IMPLICATIONS

The financial sustainability of the projects and their forward estimates will need to be monitored to assess the impacts of the global fuel crisis.

ENVIRONMENTAL IMPLICATIONS

Environmental Approvals have progressed slowly which have delayed some projects which need further assessments prior to being provided approval to commence.

SOCIAL IMPLICATIONS

NIL

CORPORATE AND OPERATIONAL PLAN

This report has been prepared in accordance with the following:

Corporate Plan 2025-2030 Initiatives:

Theme 3 - Service Delivery
We deliver Council services effectively and efficiently to meet community expectations, focusing on the wellbeing of both the community and our employees.
3.1 - *Deliver the Corporate Plan, Operational Plan and Budget.*

Theme 4 - Recovery and Resilience
To partner with community to build resilience against natural disasters creating a strong sense of social capital.

4.2 - *Deliver infrastructure asset restoration and betterment.*

Operational Plan 2026-2027 Actions:

2.1.3 - Infrastructure works including site preparation, civil, stormwater and utilities installation (excludes ramps and marine works).

LEGISLATION AND POLICY

- *Local Government Act 2009*

CONSULTATION

External Consultation:

- Community Reference Group meetings for the Landside Infrastructure and Road Network
- Environmental Application with DETSI and SARA for Ferry Landside Infrastructure.
- Cultural Heritage meetings with Claimants for Northern and Southern sides of the Landside Infrastructure Project External Consultation

Community Consultation:

- Community Reference Group meetings for the Landside Infrastructure and Road Network
- Community Engagement for various projects both commencing design and construction

Internal Consultation:

- PCG ELT – Mossman River Intake (Now DRFA)
  - Landside Infrastructure/ Ferry build
- PCG Meetings Mossman River Intake

CONCLUSION

The capital works program remains in its early delivery stages, with the initial focus on planning, design, scoping and procurement. While several projects have experienced delays and expenditure remains below initial forecasts, delivery activity is expected to increase as major projects progress. Budget Reviews 1 and 2 will be important in refining the program, improving budget certainty and addressing emerging risks, delays and opportunities. This process will support a more realistic and achievable delivery program for the remainder of the financial year.

ATTACHMENTS

1. 2026 27 Q 1 Capital Works Summary attachment [**7.13.1** - 2 pages]

DOUGLAS SHIRE COUNCIL

2026/27 CAPITAL WORKS TRACKING (CONTROL) DOCUMENT
SUMMARY FOR COUNCIL REPORTS

	New/ Renewal/ Upgrade (N/R/U)	Approved Budget 2026/27	Current WIP (Actual + Committed)	Current Committed	Current Actual	% Complete (based on WIP)	% Complete (based on Actual)
Council & Community Facilities							
Community Facilities Improvement Program	U	$ 820,000	$ 9,287	$ 8,385	$ 902	1%	0%
Community Facilities Renewal Program	R	$ 1,338,950	$ 246,110	$ 231,537	$ 14,573	18%	1%
Council Facilities Improvement Program	U	$ 1,375,000	$ 12,187	$ 11,803	$ 384	1%	0%
Council Facilities Renewal Program	R	$ 972,500	$ 58,043	$ 41,184	$ 16,859	6%	2%
Program	N	$ 670,000	$ 30,296	$ -	$ 30,296	5%	5%
Partnership Program	N	$ 372,500	$ 10,382	$ -	$ 10,382	3%	3%
Fundamentals Upgrades	U	$ 69,562	$ 11,700	$ 2,750	$ 8,950	17%	13%
Land Purchases	N	$ 765,000	$ -	$ -	$ -	0%	0%
Open Spaces Improvement Program	U	$ 875,000	$ 24,292	$ 15,260	$ 9,032	3%	1%
Council & Community Facilities		**$ 7,258,512**	**$ 402,297**	**$ 310,919**	**$ 91,378**	**6%**	**1%**
Drainage							
Program - Drainage	N	$ 596,552	$ 80,444	$ 69,043	$ 11,402	13%	2%
Stormwater Improvements	U	$ 1,392,000	$ 40,238	$ 31,829	$ 8,409	3%	1%
Stormwater Renewals	R	$ 870,000	$ 17,408	$ 16,500	$ 908	2%	0%
Drainage		**$ 2,858,552**	**$ 138,091**	**$ 117,371**	**$ 20,719**	**5%**	**1%**
Marine							
Daintree Ferry Repairs	R	$ 200,000	$ 20,649	$ 20,649	$ -	10%	0%
Sugar Wharf Renewal	R	$ 549,817	$ 190	$ -	$ 190	0%	0%
Marine Access Improvements	N	$ 554,300	$ -	$ -	$ -	0%	0%
Grant Funding- Cooper Creek Boat Ramp	N	$ 1,888,800	$ 6,978	$ 3,645	$ 3,333	0%	0%
Marine		**$ 3,192,917**	**$ 27,817**	**$ 24,294**	**$ 3,523**	**1%**	**0%**
Plant and Equipment							
Fleet renewal program	R	$ 1,394,994	$ 116,094	$ 42,588	$ 73,506	8%	5%
ICT Infrastructure Renewal	R	$ 915,000	$ 92,700	$ 84,736	$ 7,964	10%	1%
Equipment Renewal	U	$ 40,000	$ 29,090	$ -	$ 29,090	73%	73%
Fleet New Purchases Program	N	$ 190,000	$ 61,073	$ 956	$ 60,116	32%	32%
Plant and Equipment		**$ 2,539,994**	**$ 298,957**	**$ 128,281**	**$ 170,677**	**12%**	**7%**
Resource Management							
Landfill Restoration	R	$ 653,000	$ 357,905	$ 282,554	$ 75,351	55%	12%
Resource Management		**$ 653,000**	**$ 357,905**	**$ 282,554**	**$ 75,351**	**55%**	**12%**
Transport							
Daintree Ferry - Landside Infrastructure	U	$ 4,950,000	$ 10,002,779	$ 5,731,815	$ 4,270,964	202%	86%

Grant Funded - PCN Upgrade	U	$ 858,440	$ 1,794,580	$ 1,546,488	$ 248,091	209%	29%
Pavement Renewal Program	R	$ 600,000	$ 13,606	$ 4,303	$ 9,303	2%	2%
Road Renewal Program	R	$ 929,900	$ 5,091	$ -	$ 5,091	1%	1%
Bridge and Culvert Renewals	R	$ 905,000	$ 357,211	$ 104,936	$ 252,275	39%	28%
Grant Funded - Road Improvements	U	$ 209,000	$ 14,463	$ 14,187	$ 276	7%	0%
Kerb and Channel Renewal Program	R	$ 880,000	$ -	$ -	$ -	0%	0%
Mossman to Port Rail Trail	U	$ 300,000	$ 609	$ -	$ 609	0%	0%
Pathway Improvements	U	$ 275,000	$ 4,857	$ -	$ 4,857	2%	2%
Road Improvements	N	$ 1,560,813	$ 299,112	$ 294,749	$ 4,363	19%	0%
Transport		**$ 11,468,153**	**$ 12,492,308**	**$ 7,696,480**	**$ 4,795,828**	**109%**	**42%**
Wastewater							
Sewerage Treatment Renewals	R	$ 3,250,000	$ 456,112	$ 412,625	$ 43,486	14%	1%
Sewerage Pump renewals	R	$ 80,000	$ 7,448	$ -	$ 7,448	9%	9%
Sewerage Treatment Upgrade	U	$ 330,000	$ 11,335	$ -	$ 11,335	3%	3%
Sewerage Main Renewals	R	$ 250,000	$ 47,281	$ 22,263	$ 25,018	19%	10%
Wastewater		**$ 3,910,000**	**$ 522,177**	**$ 434,889**	**$ 87,288**	**13%**	**2%**
Water Supply							
Grant Funded - Reservoir upgrade	U	$ 1,060,835	$ 77,135	$ 64,169	$ 12,966	7%	1%
Grant Funded - Water Treatment Improvements	N	$ 7,600,000	$ 192,863	$ 136,164	$ 56,699	3%	1%
Water Main Improvements	U	$ 125,000	$ 17,664	$ 12,375	$ 5,288	14%	4%
Water Main Renewals	R	$ 1,610,000	$ 830,736	$ 566,552	$ 264,185	52%	16%
Water Pump Renewals	R	$ 20,000	$ 1,484	$ -	$ 1,484	7%	7%
Water Treatment Improvements	R	$ 142,214	$ 10,740	$ 9,750	$ 990	8%	1%
Water Treatment Renewals	N	$ 900,000	$ 17,664	$ 12,375	$ 5,288	2%	1%
Water Supply		**$ 11,458,049**	**$ 1,148,286**	**$ 801,386**	**$ 346,900**	**10%**	**3%**
Total BAU Capital Works		**$ 43,339,177**	**$ 15,387,838**	**$ 9,796,173**	**$ 5,591,665**	**36%**	**13%**