

OPERATIONAL PLAN

2025/26

QUARTER 1 REPORT
July - Sept 25



An aerial photograph of a coastal area. In the top left, there is a rocky shoreline with some green vegetation. The water is a clear, vibrant turquoise color, showing the texture of the seabed and a coral reef extending from the shore. The overall scene is bright and natural.

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Whitsunday Regional Council acknowledge the traditional owners and custodians of the lands where we live and work. We pay respect to Elders past and present and we recognise their continuing connection to country and the important role Aboriginal and Torres Strait Islander peoples play within the Whitsunday Region.



CEO'S MESSAGE

I'm pleased to present Council's Quarterly Report for July to September 2025.

The winter months have been a busy and productive time across the Whitsunday region, with Council staff working hard to deliver important infrastructure projects and maintain our towns ahead of the wet season. From roadworks and drainage upgrades to community beautification projects, the dedication and teamwork of our crews have kept our region looking its best while strengthening our resilience.

It's also been a fantastic period for tourism, with perfect winter weather drawing visitors from near and far. The Whitsunday Coast Airport recorded record passenger numbers, and the return of the cruise ship season brought a welcome boost to local businesses. These strong results highlight the ongoing appeal of our region and the collaborative effort between Council, tourism operators and the wider community.

Council has also been successful in its advocacy efforts, securing funding commitments and support across a range of priority projects that will help drive growth, enhance liveability and strengthen essential infrastructure.

In addition, important master planning work continued this quarter to help shape sustainable development and guide future investment across the region.

Collectively, these achievements reflect a strong start to the new financial year which is a testament to the hard work of our staff and our shared commitment to growing the Whitsundays with purpose and pride.

Warren Bunker
Chief Executive Officer

ACHIEVEMENTS



Unlocking Homes for the Whitsundays

A major milestone for housing in the Whitsundays was achieved this quarter with the announcement of state government funding under the \$2 billion Residential Activation Fund, supporting the delivery of thousands of new homes across the region.

In the Whitsundays, the funding includes \$41.66 million for eight critical projects, designed to unlock housing supply and support growing communities. Key projects include:

Bowen – with \$33 million in funding, the project includes new sewer mains, five new pump stations, and upgrades to existing infrastructure, unlocking hundreds of new homes in Bowen over the next decade.

Cannonvale – \$9.7 million to deliver new sewer and water infrastructure.

Proserpine – \$5.65 million for 4.8 km of new water mains to support future growth.

This funding represents a significant boost for local families, providing more housing options and supporting the creation of jobs for local tradies.

It also strengthens confidence for small businesses and underlines the importance of strong advocacy and collaboration between Council and the Queensland Government.

By investing in essential infrastructure now, the Whitsundays is better positioned to meet the needs of current and future residents while ensuring sustainable, resilient growth across the region.





Airlie Beach Masterplan Consultation

Council invited the community to have their say on the draft Airlie Beach Masterplan, which sets a bold long-term vision for one of the Whitsundays' most iconic destinations.

The plan outlines catalyst projects and public space upgrades designed to enhance liveability, attract investment, and prepare for growth leading up to the 2032 Olympics, Paralympics and beyond.

Responding to community feedback, the Masterplan focuses on improving shade, parking, foreshore activation, pedestrian comfort, and transforming Airlie Creek into an inviting public space.

Consultation was undertaken through a range of tools with the feedback received helping to guide future planning priorities as Council works to deliver a vibrant, connected, and sustainable Airlie Beach.

Collinsville Hub & Showgrounds Precinct Master Plan

Council proudly adopted the Collinsville Community Hub and Showgrounds Precinct Master Plan, another great achievement that reflects our ongoing commitment to enhancing community infrastructure and supporting regional growth.

This project marks a significant investment in the future of Collinsville. The development of a modern, multi-purpose facility will serve as a central space for events, gatherings and community services, meeting the evolving needs of residents and visitors alike.

Council remains dedicated to ensuring our facilities continue to develop and grow in line with community expectations. The adoption of this project is a strong step forward in that direction, with tangible benefits for the Collinsville community for years to come.

We look forward to construction commencing in 2026 and to seeing this visionary project take shape delivering long-term social, cultural, and economic value to the region.

Bowen Foreshore Master Plan

Throughout the July to September quarter, Council continued work on the long-awaited Bowen Foreshore Masterplan – a bold roadmap designed to strengthen Bowen's connection to its coastline and marine environment.

The plan was developed in close consultation with the community and focuses on creating safer, more inclusive public spaces, protecting the foreshore's natural beauty, and supporting sustainable development that drives jobs and economic growth.

The Bowen Foreshore Masterplan sets out a long-term vision to revitalise the waterfront through improved parklands, walking and cycling links, low-speed beachfront zones and vibrant mixed-use precincts. This work will guide future investment and help unlock Bowen's full economic and lifestyle potential.

Economic Development Strategy

Council adopted the Whitsunday Economic Development Strategy 2030, a bold and ambitious roadmap designed to accelerate growth, attract investment and create a thriving, resilient region.

The strategy provides a clear vision for the future, focusing on partnerships, collaboration and unlocking the full potential of our industries, businesses, and workforce. From tourism and agriculture to mining and emerging sectors, Whitsunday 2030 positions the region as a premier destination to invest, work, live and visit.

Over the next five years, Council will deliver 18 targeted actions to support investment, innovation, and sustainable growth. By taking a whole-of-region approach, the strategy ensures opportunities are seized, challenges are addressed and the foundation for long-term prosperity is secured.



Partnership with James Cook University

Council signed a Memorandum of Understanding with James Cook University to strengthen collaboration and expand local education opportunities.

The agreement lays the groundwork for initiatives that support research, innovation, and lifelong learning in the Whitsundays.

While tangible outcomes will develop over time, the MoU represents a meaningful step toward a smarter, more connected region, fostering opportunities for students, researchers, and industry partnerships.



2025 Mayor's Charity Ball

The 2025 Mayor's Charity Ball raised over \$90,000 to support BMA CQ Rescue, Whitsunday Neighbourhood Centre, and Bowen Community Centre.

The event brought together community members, sponsors, and local businesses to celebrate generosity and strengthen vital services. Council thanks all sponsors, including Event Partners - Airlie Beach Hotel and Lowcock Builders, whose support ensured the success of the evening.

Funds raised will directly assist in delivering programs, equipment, and services to the wider community.



Get Ready Song - Building Community Resilience

Council recently celebrated a significant milestone with the finalisation of the Get Ready Song, a major initiative aimed at raising awareness and encouraging storm season preparedness across the Whitsundays. The project represents a proactive and engaging approach to building community resilience ahead of the storm season.

A particularly rewarding aspect was the involvement of school-aged children, whose participation sparked important conversations about preparedness and reinforced the message that you're never too young to develop resilience. Their enthusiasm added energy and relevance to the song's message.

The initiative also highlights the collaborative efforts of Queensland Police, SES, Fire and Rescue, Ambulance, Maritime Safety, as well as the Mayor, Councillors and Council staff. Their involvement ensures a strong and united message of safety and readiness across the region.

The Get Ready Song will be shared widely through schools, community events, and households, providing a fun, memorable, and practical tool to inspire residents to prepare, stay safe, and strengthen community resilience before and during the storm season.



NAIDOC Week 2025

Council proudly partnered with Yooribaya Cultural Experiences to deliver two meaningful events in celebration of NAIDOC Week 2025.

The celebrations reflected this year's theme of Culture, Country & Community, offering opportunities for residents and visitors to connect, learn, and celebrate the strength and stories of First Nations people.

The first event, NAIDOC on the Foreshore, took place at the Airlie Beach Foreshore on Ngaro Country and featured a vibrant, family-friendly morning of cultural performances, music, art, food, and hands-on experiences. Community members were invited to yarn with Traditional Owners, enjoy live entertainment, and celebrate the world's oldest living culture in a welcoming and inclusive environment.

The second event, Walking in the Footsteps of Ancestors, was a guided cultural walk along the Great Whitsunday Walk, offering participants a unique opportunity to experience Country through shared stories, traditional knowledge and respect for the land.

Council's partnership in these events highlights a shared dedication to reconciliation, cultural awareness and celebrating the First Nations heritage of the Whitsunday region.



Multicultural Festival

The Whitsunday Multicultural Festival united the Bowen community to celebrate the region's rich cultural diversity.

Held at The Bowen Sound Shell, the festival featured live music and dance performances, multicultural food stalls, interactive art workshops, lantern making, and family-friendly activities including a pasta eating competition and a jumping castle.

The festivities concluded with a spectacular fireworks display, highlighting the joy, connection, and inclusivity the event inspires. Organised by Council and proudly supported by the Queensland Government, the festival showcased the vibrant cultural spirit of the Whitsundays.



Let's Get it Sorted Whitsundays

Council launched the "Let's Get It Sorted" campaign to help residents better separate waste and recycling.

Through clear visuals and simple messages, the campaign aims to reduce contamination, increase recycling rates, and minimise landfill waste. The initiative aligns with Council's broader sustainability goals and encourages small, practical actions that collectively make a significant impact.



Social Seniors Whitsundays

Whitsunday Regional Libraries launched Social Seniors Whitsundays, a new program to reduce social isolation and encourage intergenerational connection through storytelling, conversation, and shared experiences.

The initial "Coffee & Chat" sessions in Bowen provided relaxed, welcoming spaces for seniors to meet, share stories, and help shape future activities. The program will continue across Bowen, Cannonvale and Proserpine.

By encouraging meaningful connections and celebrating lived experiences, Social Seniors supports social inclusion, mental health, and a sense of belonging.



Australian Citizenship Ceremony

Council proudly welcomed 24 new Australian citizens, celebrating their decision to call the Whitsundays home.

The ceremony showcased the region's diversity and community spirit as residents from across the globe officially joined the Australian family.





Kelsey Creek Bridges

Council progressed planning and design for the replacement of two timber bridges on Kelsey Creek Road, a key transport route for residents, freight operators, and emergency services.

The new bridges will be constructed to modern standards, accommodating heavy vehicles and anticipated traffic growth. In addition to improving safety and reliability, the works will enhance flood resilience, ensuring critical connectivity during extreme weather events.

The project supports economic activity, provides confidence for local businesses, and ensures that communities remain connected, regardless of weather or traffic conditions.

Council received \$4.5 million funding for the replacement of the existing bridges from the Australian Government's Safer Local Roads and Infrastructure Program.

Stormwater Management Strategy

Council advanced development of its new Stormwater Management Strategy, focusing on creating safer, more resilient, and environmentally sustainable communities. The strategy identifies priority catchments, assesses drainage performance, and aims to reduce flood risk across urban and rural areas.

It provides a roadmap for future investment, guiding infrastructure maintenance, upgrades, and the implementation of innovative solutions. Protecting waterways, managing runoff from urban growth, and mitigating flood impacts remain key priorities.

By integrating modern stormwater management practices, the strategy will support better outcomes for residents, protect environmental assets, and ensure Council's approach to drainage infrastructure is efficient, adaptable, and sustainable for decades to come.

Bowen Developmental Road

Council's advocacy efforts secured \$18.9 million in State Government funding to seal 15 kilometres of the Bowen Developmental Road, a vital link for rural communities and industry.

The upgrade enhances safety, reduces travel times, and improves reliability for freight and passenger traffic. It also boosts economic productivity by supporting access to agricultural, mining, and tourism operations across the region.

This milestone reflects years of strategic planning and advocacy to secure essential transport infrastructure and demonstrates Council's commitment to delivering long-term benefits for residents, businesses, and visitors.

The project will improve regional connectivity and contribute to a safer, more resilient road network in the Whitsundays.

Short-Term Accommodation Planning Scheme Amendment

Extensive public consultation was undertaken during June and July 2025 on the draft Short-Term Accommodation Planning Scheme Amendment.

Community feedback will inform Council's next steps in balancing housing availability with tourism accommodation needs, ensuring fair and sustainable outcomes for both residents and visitors.



Six Mile Creek Culvert Upgrade

The Six Mile Creek Culvert Upgrade on Up River Road at Foxdale marks another important step in Council's ongoing flood resilience strategy.

This critical infrastructure project involves the construction of a new drainage structure on Up River Road, replacing the existing concrete causeway and low-flow culvert with two large 3600 x 2100 culvert cells.

The upgrade is designed to significantly improve access and safety during flooding events, ensuring better connectivity for the community and greater resilience for the local road network.

By enhancing the creek crossing capacity, the project directly addresses a known flood risk and supports long-term regional preparedness.

Gloucester Avenue Upgrade Underway

Council has commenced improvement works along Gloucester Avenue, marking a significant step toward enhancing local road infrastructure. The project aims to deliver a fully sealed roadway across the entire section (Hideaway Bay through to the gate at roads end), improving safety, accessibility, and driving conditions for all users.

In addition to sealing, a series of drainage upgrades are being implemented to improve stormwater management and reduce future maintenance needs. These enhancements will contribute to the long-term resilience of the road and surrounding areas.

The works are progressing steadily, with completion targeted for June next year.

Once finished, Gloucester Avenue will offer a smoother, safer, and more reliable route for residents, visitors, and service vehicles alike.

Foreshore Enhancements Across the Region

Council has successfully delivered a series of upgrades across key foreshore areas in Cannonvale, Airlie Beach, and Bowen, significantly enhancing the amenity, functionality, and visual appeal of these popular community spaces.

In Cannonvale and Airlie Beach, improvements included the repainting of the Cannonvale Shelter and the replacement of shade umbrellas at the Airlie Beach Foreshore. These works have refreshed the look and feel of the areas, improving comfort and usability for both residents and visitors.

Meanwhile, in Bowen, Council undertook extensive preparation and clean-up of the foreshore to support the annual Bowen Fishing Classic, ensuring the space was safe and welcoming for the event. Stage Two of the Horseshoe Bay Beautification project was completed, with irrigation works underway and turfing scheduled for the summer months. Additionally, new sandstone seating was installed near the basketball courts at Queens Beach, providing inviting rest areas and supporting ongoing recreational use.

Together, these initiatives reflect Council's commitment to maintaining vibrant, accessible, and well-presented public spaces across the region.



Kerbside Bin Audit

To support our waste education goals, Council partnered with Envirocom to deliver a targeted bin inspection and education program across Proserpine, Cannonvale, Jubilee Pocket, Mount Julian and Bowen. Between 8–12 September, a total of 961 bins were inspected to assess contamination in general waste and recycling streams.

Results showed 72% of recycling bins were contamination-free, reflecting strong community effort. However, soft plastics remain the most common contaminant (15.4%).

In general waste bins, 52% contained recoverable materials, such as recyclable paper (20.3%) and garden waste (17.2%), revealing opportunities to improve resource recovery and reduce landfill waste.

These insights will guide future community education and awareness initiatives.

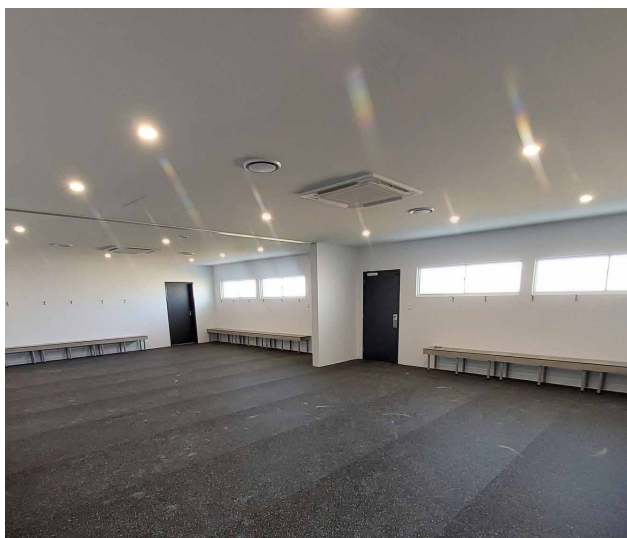
Bowen Sporting Complex and Denison Park Upgrades

Two major Bowen sporting facilities reached completion this quarter. The Bowen Sporting Complex received modern field lighting, co-funded by Council and the Queensland Government, enabling night-time sport and community events.

Meanwhile, Denison Park underwent a \$1.6 million upgrade, delivering additional change rooms, a gym, and accessible amenities.

These improvements enhance the capacity, safety, and usability of local sporting facilities, encouraging participation and providing inclusive spaces for athletes, schools, and community groups.

This project was made possible through a \$250,000 contribution from the Queensland Government's MIFF Program, along with a \$350,000 investment from Council.





Airport Passenger Numbers Continue to Break Records

Whitsunday Coast Airport achieved a record 522,000 passengers over the past year, surpassing its previous milestone.

As a self-funded Council asset, the airport continues to deliver strong returns reinvested into local infrastructure and services. This record highlights the region's appeal as a premier destination and reinforces the airport's role in driving economic growth and connectivity.

Containers for Changes at Whitsunday Coast Airport

Whitsunday Coast Airport joined the Containers for Change program, introducing recycling bins across the site.

The initiative is expected to generate around \$80,000 annually through refunds, with funds to support local community groups and sporting clubs.

Partnering with Pilchers Recycling, the program promotes sustainability, local employment, and environmental awareness.

Strong Performance for Commercial Businesses

Shute Harbour recorded a 26% increase in fuel sales compared to the same quarter last year, reflecting strong vessel visitation and growing demand from commercial operators. This result reinforces Shute Harbour's role as a key gateway for marine tourism and commercial activity in the Whitsundays.

Meanwhile, Whitsunday Holiday Parks continued to perform strongly, achieving high occupancy rates across all locations and welcoming a growing number of visitors to the region.

Together, these results highlight the ongoing growth of Council's commercial business units, which play a vital role in supporting tourism, recreation and regional economic activity.

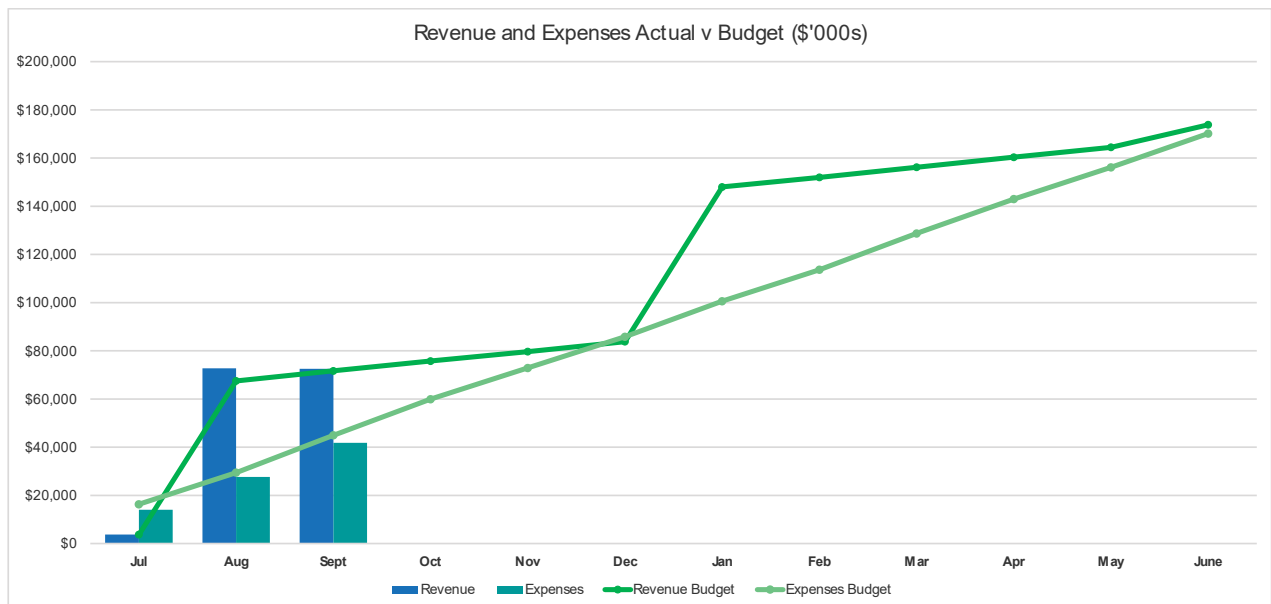
FINANCIAL REPORTING



REVENUE & EXPENSES ACTUAL v BUDGET

Operational Budget

Throughout the year, revenue and expenditure are consumed at different rates depending on timing of deliverables. A significant portion of revenue is generated through rates and charges, with half yearly notices being issued in August 2025. The below graph presents where we are at the end of the quarter against the budgeted position. The below budget is based on Budget Review 1 adopted by Council in September.



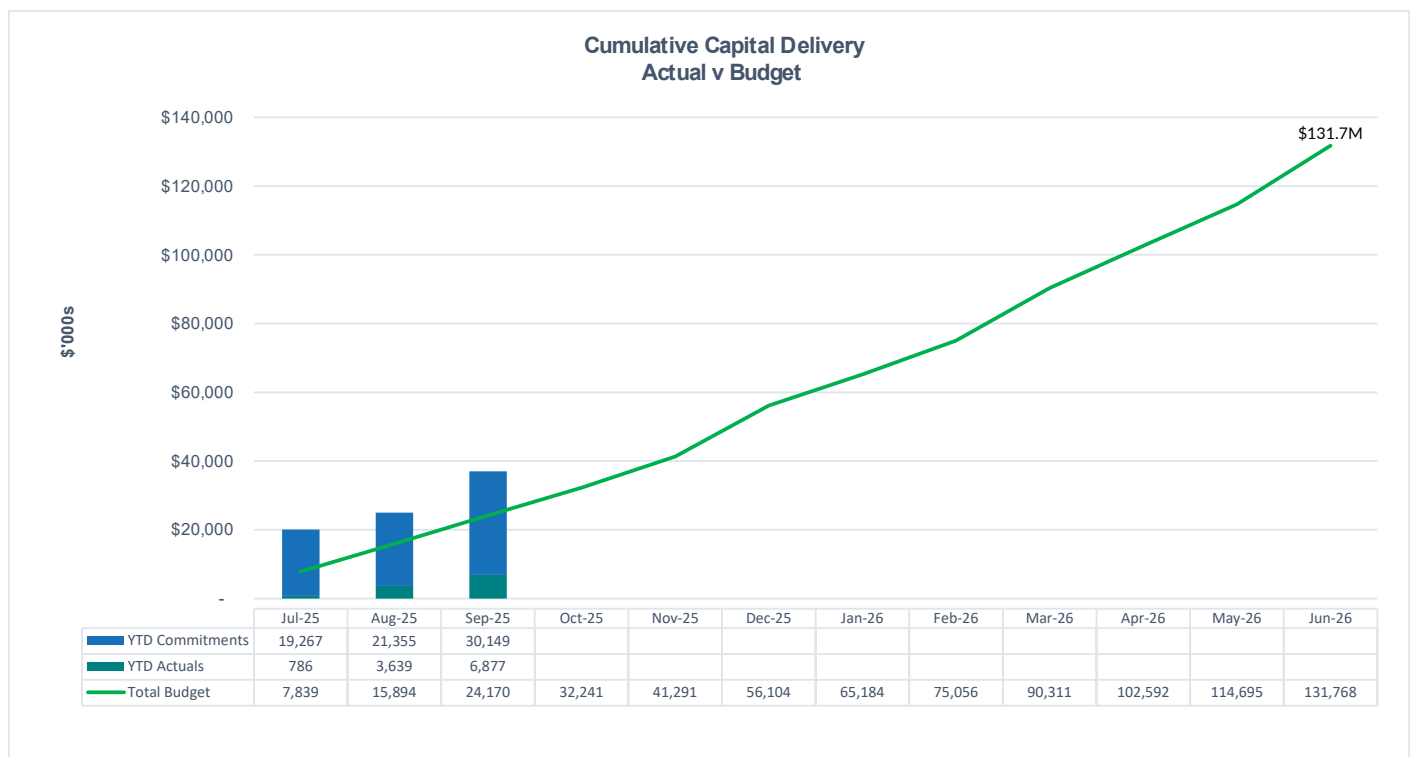
Financial Sustainability Ratios - As at September 2025

Type	Measure	Target (Tier 4)	As at September 2024	5 Year Average
Audited ratios				
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	47.32 months	N/A
Operating Performance	Operating Surplus Ratio	Greater than 0%	42.52%	10.55%
	Operating Cash Ratio	Greater than 0%	56.08%	31.92%
Asset Management	Asset Sustainability Ratio	Greater than 80%	33.65%	95.78%
	Asset Consumption Ratio	Greater than 60%	68.36%	70.70%
Debt Servicing Capacity	Leverage Ratio	0 to 3 times	1.37 times	1.68 times

Capital Budget

The capital budget is delivered throughout the financial year and is highly dependent on weather and procurement of materials and services. The budget is based on Budget Review 1 adopted by Council at the Ordinary Meeting on 24 September and the forecasted timing of works at that point in time.

Commitments represent what is currently committed to spend by way of a contract or purchase order that has been issued with the expense not yet recognised until works are complete.



Operational Performance

Council operates as a single entity comprising multiple functional areas. These functions work collaboratively to deliver services to the community and to maintain or develop assets that support the provision of those services.

During the 2024–2028 Council term, Council resolved to separate the organisation into distinct reporting activities. These are classified as the General Fund, Utility Businesses and Commercial Businesses.

While Council remains a single entity, this structure aims to manage the financial viability of both Commercial and Utility operations in accordance with Competitive Neutrality principles, while maintaining transparency for the remainder of the organisation.

Therefore, to improve transparency this report provides a quarterly analysis against budget for the General Fund and Utilities Fund. Commercial Businesses have been excluded due to the commercial in confidence nature of their business activities.

The General Fund is currently in a deficit position. This outcome is primarily driven by a combination of factors, including increased service delivery levels, escalating infrastructure costs associated with depreciation, inflationary pressures, cumulative rate freezes during the COVID-19 period, and the strategic decision to retain operating surpluses within the Utility and Commercial Businesses to enable future growth.

In response, Council has implemented a series of targeted and coordinated initiatives across the organisation aimed at progressively reducing the deficit and restoring financial sustainability to the General Fund.

OPERATIONAL PLAN REPORT



Quarter 1

Operational Plan Review



Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
01	Our Community	Advocate for appropriate community services including Health, Aged Care and Education facilities for the region	Director Community Services and Facilitation	Not started	0%	Continue to seek relevant funding and opportunities
		Commence implementation of Whitsunday Sports Precinct Master Plan	Acting Director Capital Program and Network Planning	Progressing	20%	Stage 1 Precinct planning and design activity commenced to meet October 2027 funding timeframe
		Design and build Collinsville Community Hub as first stage of Showgrounds Masterplan	Acting Director Capital Program and Network Planning	Progressing	20%	Collinsville Community Hub design and construction progressing with Construction tender at market
		Develop Park Master Plan for Galbraith Park as part of the Cannonvale Community Hub Project	Director Infrastructure Services	Progressing	50%	Masterplan is underway with a short turnaround to meet reporting deadlines now that Community Hub options progressed sufficiently. Public consultation will occur end of this year with anticipated adoption of the Working Draft Master plan in early 2026
		Facilitate opportunities to enhance events, arts and culture	Director Community Services and Facilitation	Progressing	50%	Community Development Team conduct the above activity on a day to day basis

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
01	Our Community	Finalise and adopt Collinsville Showgrounds Master Plan	Acting Director Capital Program and Network Planning	Completed	100%	Collinsville Showgrounds Precinct Masterplan adopted at September 2025 Council meeting - Resolution OM2025/09/24.9
		Finalise review of community grants, donations and sponsorships	Director Community Services and Facilitation	Progressing	50%	Presentation to be briefed to Council on 6 November
		Finalise Whitsunday Cemetery Strategy	Director Infrastructure Services	Progressing	95%	Working Draft Cemetery Strategy and Cemetery Master Plans prepared with an anticipated reporting to Council in December 2025
		Finalise Whitsunday Regional Library Strategy and business model and commence implementation	Director Community Services and Facilitation	Progressing	50%	Draft Strategy started. Combination of Customer Service and Library in Cannonvale will commence in January 2026 which will determine if the focus of the Strategy is correct and therefore may require an alternate approach
		Finalise Whitsunday Sports Precinct Master Plan	Director Community Services and Facilitation	Progressing	85%	Whitsunday Sport Precinct masterplan progressing for finalisation and adoption at December 2025 Council meeting

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
01	Our Community	Optimise use of the Proserpine Entertainment Centre in delivering arts and culture for the region	Director Community Services and Facilitation	Progressing	80%	Greater focus on hire of venue rather than buying shows in
		Preparation of new Aquatic Facilities Master Plan, including business model and approach	Director Community Services and Facilitation	Progressing	30%	Consultant engaged to action the Aquatic Strategy
02	Our Economy	Continue the development of the Whitsunday Coast Airport	Director Commercial Businesses	Progressing	20%	Stage one of WCA Master Plan underway. Staged approach commencing with Sewerage Treatment Plant upgrade to be completed by February 2026. Initial works undertaken on a modular expansion of the terminal to the west to hold an additional 400PAX. Planning stage of unrestricting of RPT Apron Bay 1
		Finalise Bowen Foreshore Master Plan and commence staged implementation	Chief Executive Officer	Progressing	95%	The Draft Master Plan has been prepared and will be presented to Council for adoption at the October 2025 OM
		Implement initiatives and projects from the Whitsunday Advocacy Plan and build partnerships with State and Federal Governments. e.g. Abbot Point SDA	Chief Executive Officer	Progressing	25%	First quarter initiatives identified in the Priorities Project document delivered include Residential Activation Fund, Bowen Developmental Road, Hamilton Plains

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
02	Our Economy	Improve recreation vehicle services within the Whitsundays	Chief Executive Officer	Progressing	25%	This action has been assigned to the Director Commercial Businesses who has commenced working through possible business models
		Publish an investment prospectus to attract investment to the Whitsunday region across key industry sectors, and to support local businesses	Chief Executive Officer	Progressing	10%	Action has commenced with expected delivery in the third quarter of this financial year
		Refine the advocacy work of Council to ensure a regional voice for the Whitsundays	Chief Executive Officer	Progressing	25%	The Advocacy Advisory Group has been established and a new priority projects document is currently being produced
		Work collaboratively with Tourism Whitsundays and Bowen Tourism & Business to promote the Whitsunday Region as a destination of choice for tourism	Chief Executive Officer	Progressing	25%	First quarter progress report meetings held in October 2025
03	Our Environment	Advocate for support and funding for pest management initiatives across the region	Director Community Services and Facilitation	Progressing	25%	Gained \$160k grant funding for a feral deer control program for this financial year

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
03	Our Environment	Collaborate with partners to explore funding and initiatives to address the impacts of land uses on waterways to improve catchment management	Director Community Services and Facilitation	Progressing	25%	Participating in Healthy Rivers and Reef Partnership, the Reef Guardian Council Program, and in the Local Marine Advisory Committee. Continuing the commercial erosion and sediment control progresses
		Collaborate with stakeholders to advocate for improvements in the marine and wetland environment (e.g. Reef Discovery Centre Shute Harbour)	Director Commercial Businesses	Progressing	20%	Staff working with marina stakeholders to advocate for opportunities at Shute Harbour, including ongoing discussions with JCU to provide opportunity for ongoing marine and wetland improvements. Ministers and Department of State Development have been provided site visits during which time precinct plans and renders have been shared to continue discussions around the possible future opportunities at Shute Harbour
		Continue to deliver energy efficiency initiatives to Council buildings, facilities and fleet	Acting Director Corporate Services	Progressing	20%	Council is continuing to expand its fleet of hybrid light fleet as they are requirement to be replaced. Trialling of electric grass maintenance machinery has occurred with a purchase in future years. Assessment of building assets by a third party for the expansion of Councils already significant solar installation

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
03	Our Environment	Continue to promote waste education opportunities to reduce waste to landfill and improve recycling and reuse	Director Infrastructure Services	Progressing	25%	By nature this action is ongoing, and on target. The “Lets Get It Sorted” educational campaign has continued with great feedback from community. Bin auditing has also occurred
		Develop an Environmental Strategy to guide council’s priorities and focused advocacy	Director Community Services and Facilitation	Progressing	25%	Formed Environmental Advisory Group. First meeting held, aiming to complete by April 2026
		Develop Waste Management Strategy and Waste Infrastructure Network Plan for implementation beyond 2025	Director Infrastructure Services	Progressing	15%	Consultancy brief and strategy requirements outline 75% complete. Accelerated effort required against this action required to bring back on track, but consultancy to be engaged as soon as possible to assist in drafting strategy and community consultation processes
		Finalise the Stormwater Management Plan	Director Infrastructure Services	Progressing	80%	Senior Stormwater Engineer has progressed Strategy to adoption by Council in August 2025. This was a significant milestone. Development of Management Plan to support the Strategy is continuing around business as usual as we deliver funded projects in 2025/26
		Review agricultural land uses to support sustainability of local industry - especially sugar cane	Director Regional Strategy and Planning	Progressing	20%	Continue working with Cane Growers and Wilmar to support sustainability of sugar cane

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
03	Our Environment	Support externally funded revegetation and urban tree planting efforts to enhance local environments and amenity	Director Infrastructure Services	Progressing	0%	There have been no applications nor external opportunities thus far. We have supported National Tree Day tree planting in July 2025
04	Our Council	Continue to progress the autonomy and independence of commercial businesses and refine business planning and reporting to the community	Director Commercial Businesses	Progressing	15%	Director of Commercial Businesses in discussions with QTIC to facility a business profit seminar for the directorate to deliver and drive the outcomes that are important to each individual department. Looking to occur over the coming 8-10 weeks
		Continue with safety system implementation to enhance safety outcomes	Chief Executive Officer	Progressing	5%	SMSS project kickoff meeting held with project team
		Develop and deliver a Customer Experience Strategy to enable customer centric service delivery which meets the community's changing needs, making it easier to contact and work with Council while providing quality outcomes consistently	Director Community Services and Facilitation	Progressing	50%	Draft strategy is being formulated from previous statistics and information

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
04	Our Council	Develop and deliver an Organisational Development Plan to drive efficiency and effectiveness outcomes (i.e. HR, ICT, Governance)	Chief Executive Officer	Progressing	80%	Draft Organisational Development Plan is being formulated
		Develop financial business plans for identified functions / operations of Council	Acting Director Corporate Services	Not started	0%	Structure of Financial Business Plans in development
		Implement procurement improvements that create organisational efficiencies and provide more opportunities for local business	Director Community Services and Facilitation	Progressing	40%	<p>In addition to the policy position of a 10% benefit to Local Suppliers the following actions are underway:</p> <p>Council has recently implemented a new Tender Portal tool. This online portal allows for local suppliers to be notified of public tenders via email and also enable them to be advised of GW3 Councils and State Government tenders who also use the portal.</p> <p>Council will host an annual Doing Business with Council session to allow for face to face communication to ask questions, skills training in tender drafting and system information.</p> <p>For the first time Council has also re-fresh its Trade Services panel which did not require existing panel members to re-apply but to confirm their details. Removing a whole tender process for those suppliers</p>

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
04	Our Council	Review and modernise Council's core technology systems and implement digital processes to enable contemporary and easier ways to access and interact with Council information and services, including Technology One Implementation	Acting Director Corporate Services	Progressing	10%	<p>ICT Strategy has been documented to provide a holistic approach to technology investments. Specifically ERP Briefing Report has been commissioned to provide an update of remediation actions of the current ERP Systems and Platforms. Progress has been made in technology upgrades to ECM (Document Management) and scope of works have been identified into Technology One's HR and Payroll improvements. These programs of works are actively been engaged with SME Partners for technology implementations.</p> <p>Workflow automation is in pilot for inwards facing forms such as Insurance (Due 2nd Quarter FY 25/26) and once the pilot has been completed a workflow automation plan will be developed for the wider council.</p> <p>External community services such as events and booking of council services and venues nearing final stages of implementation (November 2025) into one consolidated bookable solution across council</p>
		Review and update Council website to ensure adequate transparency, information and functionality for the community	Chief Executive Officer	Progressing	80%	<p>Content review of Council's website and sub-sites have been completed, with content migration to new sites and sub-sites underway</p>

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
04	Our Council	Update digital functionality with a focus on visitors and investors with a focus on digital citizens and online transactions	Acting Director Corporate Services	Progressing	10%	Investigating and researching digital services to coincide with the website uplift
05	Our Infrastructure	Advocate for improvements to the road networks including additional funding from State and Commonwealth Governments	Director Infrastructure Services	Progressing	25%	Council was successful under the Country Roads Connect program in securing \$18,934,793 towards the sealing of the Bowen Development Road
		Advocate to the State Government to deliver improvements to public boating facilities and parking	Director Infrastructure Services	Progressing	25%	Advocacy has continued for a new large capacity Boat Ramp at Shute Harbour, this project is listed on the TMR QTRIP portal as Project 3552018. Council officers continue to supply information to TMR on the project. The tripartite agreement for Molongle Creek is live and the obligations of the parties monitored. Dredging of the VMR boat ramp at Cannonvale is in planning stage. The Working Draft Master Plan for the Bowen Foreshore is to be reported in October 2026
		Commence Street Lighting audit using internal resources				Electrical audits have been completed for Airliebeach/Cannonvale to understand the cause of ongoing lighting issues. Solutions are now being developed concentrating on the Coastal Boardwalk and Foreshore solar lighting as well as pedestrian linkages between Cannonvale Beach and Jubilee Pocket. Airlie Main Street Crossings are also being addressed. Engagement with TMR and ERGON has occurred to address route lighting that is not functional but not under the control of Council. outcomes are anticipated

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
05	Our Infrastructure	Continue to enhance disaster resilience, disaster management preparedness and recovery practices to ensure long term community benefits	Acting Director Capital Program and Network Planning	Progressing	25%	Disaster season readiness planning well underway with the “Get Ready” public campaign launch (10th October), and LDMG/LDCC Disaster Exercise (16th & 17th October) complete
		Continue to progress the Local Housing Action Plan, growth corridor, rural residential and cane land strategies	Director Regional Strategy and Planning	Progressing	25%	Cane Land Strategy being managed by ED. Rural Residential to go to Council in 2025 to set principles for RR growth areas. Work continues on Growth Corridor and LHAP
		Integrated Transport Strategy including service levels, road corridors within the Cannon Valley Growth Corridor and active transport priorities throughout the region	Director Infrastructure Services	Progressing	10%	Work had commenced however with the departure of key internal resources, external consultancy support will be required and procurement has commenced
		Waste Network Plan including precinct plans for key disposal sites, legacy site plans and network priorities	Director Infrastructure Services	Progressing	30%	Background work for precinct plans for key disposal sites largely complete. Further works scheduled to occur on formalising revised precinct plans for Landfill sites towards end of calendar year. Overall network plan still in progress, but (internal) background work largely complete

Reference	Operational Initiative	Action	Authorising Officer	Status	Progress	Comments
05	Our Infrastructure	Water and Waste Water Network Plan including identification of critical land and future infrastructure to service the growth corridors of Cannon Valley and Bowen South	Director Infrastructure Services	Progressing	5%	Water & Waste Water Network Plan - draft commenced - plans developed. Water & Waste Water Modelling Software Package - commenced tender preparation phase

Strategic Theme	Total Initiatives	Completed	Average Progress
Our Community	12	1	52.1
Our Economy	8	0	31.9
Our Environment	10	0	28.5
Our Council	9	0	37.8
Our Infrastructure	8	0	23.1