



HINCHINBROOK  
SHIRE COUNCIL

2025-2026

# OPERATIONAL PLAN

## OUR VISION

To lead a region where people, place, and possibility thrive – The Hinchinbrook Way.

## OUR MISSION

To empower our people to lead with integrity, drive opportunity, and embrace continuous improvement.

## ENDORSEMENT

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Adopted by Council on Thursday 26 June 2025

Resolution Number: 2662025-1

### Acknowledgement of those who shape our community

Hinchinbrook Shire Council acknowledges the many people and cultures who have helped shape our community over time.

We acknowledge the Traditional Owners of the lands across the Shire—the Nywaigi, Warrgamay, and Bandjin peoples — and recognise their deep and enduring connection to country.

Their stories, knowledge, and custodianship continue to enrich the identity of our region. We also pay tribute to the generations of people from diverse backgrounds and cultures who have made Hinchinbrook their home, bringing with them traditions, skills, and values that contribute to our shared way of life.

We recognise the service and sacrifice of our local defence personnel—past and present—whose commitment has helped safeguard the freedoms and values we uphold today.

Council is committed to fostering an inclusive, respectful, and resilient community—one that values all those who have helped shape the Hinchinbrook of today and continue to contribute to its future.



# Contents

About the Operational Plan	4
Understanding the Operational Plan	5
Key Focus 1: Connected	6-11
Key Focus 2: Resilient	12-16
Key Focus 3: Authentic	17-23
Key Focus 4: Aspirational	24-32



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# About the Operational Plan

Under the *Local Government Act 2009*, Hinchinbrook Shire Council (Council) is required to produce an Annual Operational Plan.

The 2025–2026 Operational Plan outlines the key activities and actions Council will deliver during the financial year in line with the adopted 2025–2026 Budget.

The 2025–2030 Corporate Plan forms a key component of Council’s corporate planning framework and guides the implementation of the 2025–2026 Operational Plan.

The Plan ensures Council’s work aligns with the Corporate Plan’s Strategic Themes and Strategies:



## Key Focus 1: Connected



## Key Focus 2: Resilient



## Key Focus 3: Authentic



## Key Focus 4: Aspirational

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The Plan complies with the Local Government Regulation 2012 which requires councils to prepare and adopt an Operational Plan for each financial year, which must:

1. Be consistent with the annual Budget; and
2. State how Council will:
  - Progress the implementation of the five year Corporate Plan during the period of the annual Operational Plan; and
  - Manage operational risk.

Each area of operation performs day to day activities aligned with policies, procedures, activity specific plans and processes designed to ensure that services are delivered in accordance with the direction set by Councillors and in some instances governed by legislation.

Quarterly activity reporting to Council is made with reference to the Operational Plan.

# Understanding the Operational Plan



Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.1.1 Advocate for the funding and establishment of a Regional University Study Hub, under the Country Universities Centre model, based in Ingham in collaboration with the Hinchinbrook Employment and Skills Development Reference Group, TAFE Queensland and the Department of Employment, Small Business and Training	1. Funding Secured; and 2. Establishment of a Regional University Study Hub or Tertiary equivalent in Ingham (Carryforward 2024-2025)	DCCDS	•			•
These numbers relate to the actions that will be undertaken in order to achieve each strategic direction			This is the Quarter that the Success Measure will be delivered			
This is the action that will be undertaken in the 2025-2026 financial year in order to achieve the strategic direction						
This is the proposed action to be undertaken as strategically outlined in the Corporate Plan		This is the Responsible Area of Council that will manage the action and/or activity				

## Responsible Area Abbreviations

CEO	Chief Executive Officer
DCCDS	Director Corporate, Community and Development Services
DIS	Director Infrastructure Services
CFO	Chief Financial Officer
EMPCS	Executive Manager People, Culture and Safety

# Key Focus 1: Connected Prosperity

## 1.1 Advocate for tertiary education and training facilities in the region

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.1.1 Advocate for the funding and establishment of a Regional University Study Hub, under the Country Universities Centre model, based in Ingham in collaboration with the Hinchinbrook Employment and Skills Development Reference Group, TAFE Queensland and the Department of Employment, Small Business and Training	1. Funding Secured; and 2. Establishment of a Regional University Study Hub or Tertiary equivalent in Ingham. (Carryforward 2024-2025)	DCCDS	•			•

## 1.2 Effectively engage, educate and inform the community on economic and other opportunities and important regional topics

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.2.1 Regional Advocacy Strategy	Develop a Regional Advocacy Strategy and deliver	CEO		•		
1.2.2 Collaborate with key departments and agencies to facilitate strategic outcomes to meet community and business needs for future expansion	Develop an action plan to monitor, review and deliver on expansion of industry and community (Carryforward 2024-2025)	DCCDS	•			•
1.2.3 Continue Membership with Townsville Enterprise Limited (TEL)	TEL service level agreement priorities delivered and reporting to Council quarterly	DCCDS	•	•	•	•
1.2.4 Collaborate with TEL to identify, promote and implement tourism development opportunities for the Hinchinbrook Region	1. Increased presence in regional and national tourism promotion and marketing; 2. At least one ad hoc tourism-economic development opportunity identified and activated in partnership with Townsville Enterprise; and 3. Grow existing visitor numbers to the Hinchinbrook Visitor Information Centre.	DCCDS	•	•	•	•

### 1.3 Build relationships with educational organisations to address the aptitudes and capabilities valued in the Hinchinbrook community

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.3.1 Encourage businesses, government and individuals to participate in activities to promote employment and training opportunities in Hinchinbrook	1. Host monthly meetings with Hinchinbrook Employment and Skills Development Group to June 2026 and provide quarterly reporting to Council; 2. Innovative engagement for school cohort with enhanced partnerships; and 3. Delivery of the annual Find Your Future careers expo in Hinchinbrook.	DCCDS	•	•	•	•

### 1.4 Promote employment and training opportunities to retain youth

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.4.1 Encourage engagement between businesses, government, training organisations and schools with a focus on delivery of employment opportunities for youth in Hinchinbrook	Stakeholder meetings held each quarter to connect and facilitate improved youth employment opportunities	DCCDS	•	•	•	•

### 1.5 Acknowledge the contribution of individuals and business on developing the Hinchinbrook economy

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.5.1 Develop a Corporate Stakeholder Engagement Framework	Framework developed and adopted by Council	CEO	•	•	•	•

### 1.6 Collaborate with universities on an innovation agenda and advocate for vocational training programs

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.6.1 Refer to 1.1 - 2025-2026						

# Prosperity

## 1.7 Advocate for the expansion of available childcare

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.7.1 Advocate for the expansion of accessible and affordable childcare services to meet community needs and support workforce participation	<ol style="list-style-type: none"> <li>1. Update the 2023 Childcare Access/Barriers Hinchinbrook survey to establish current data on existing childcare places and future need, current and future needs for childcare workers and need for additional childcare facilities;</li> <li>2. Advocate for increased childcare capacity and facilities within Hinchinbrook based on updated data; and</li> <li>3. Review the Development Incentives Guidelines and report to Council on possible inclusion of specific incentives relative to childcare expansion in Hinchinbrook.</li> </ol>	DCCDS	•	•	•	•





# Lifestyle

## 1.8 Activate public spaces through volunteer-led projects: engage volunteers in placemaking initiatives

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.8.1 Provide opportunities for volunteers in shaping the direction of local projects	<ol style="list-style-type: none"> <li>1. Build on cross-sector partnerships; and</li> <li>2. Identify events and engage with volunteers to recognise and celebrate their contribution to community culture.</li> </ol>	DCCDS	•	•	•	•

## 1.9 Support neighbourhood based groups to promote sharing of resources, information and support networks

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.9.1 Provide programs that support social cohesion and cultural diversity	<ol style="list-style-type: none"> <li>1. Engage with First Peoples in the development of NAIDOC Week; and</li> <li>2. Identify opportunities to celebrate Hinchinbrook's multicultural community.</li> </ol>	DCCDS	•			•
1.9.2 Work collaboratively with community groups and progress associations	Councillor attendance at community group and progress association meetings in accordance with adopted advisory committee and external organisational representation	CEO	•	•	•	•

## 1.10 Deliver effective community information and education programs to encourage participation in Council business and to enhance the Region's liveability

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.10.1 Develop and implement a Strategic Communication Strategy	Adoption and implementation of Strategic Communication Strategy	CEO		•		



## 1.11 Encourage connection, resilience, equality and inclusion in the community

Deliverable 2025-2026		Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.11.1	Deliver Regional Arts Development Fund (RADF) Program	1. Deliver two rounds of RADF funding opportunities; and 2. Increase awareness and uptake of RADF program funding opportunities by the community.	DCCDS		•		•
1.11.2	Deliver TYTO Regional Art Gallery events	1. Host eight gallery openings and showings; 2. Coordinate and host the annual Hinchinbrook Art Awards; and 3. Coordinate and host the annual Birdlife Art Awards.	DCCDS	•	•	•	•
1.11.3	Hinchinbrook School Holiday Program	Promote school holiday activities across the region	DCCDS	•	•	•	•
1.11.4	Create opportunity to deliver the Health and Wellbeing Program	Seek funding opportunity to enable Health and Wellbeing program delivery	DCCDS		•		
1.11.5	Engagement in the youth sector	Conduct youth stakeholder meetings	DCCDS	•	•	•	•
1.11.6	Engagement in the aged sector	Conduct Ageing in Place stakeholder meetings	DCCDS	•	•	•	•
1.11.7	Deliver planned community events	Deliver events within the agreed scope and budget	DCCDS	•	•	•	•
1.11.8	Deliver activities at the JL Kelly Theatre/Shire Hall	1. Provide a diverse program of events guided by user feedback; 2. Increase patronage at cultural events; and 3. Quarterly update to Council on JL Kelly Theatre/ Hinchinbrook Shire Hall operations.	DCCDS	•	•	•	•
1.11.9	Support event attraction activities within the Shire	Attract and deliver one new locally/regionally significant event (Carryforward 2024-2025)	DCCDS			•	
1.11.10	Develop First Peoples Stakeholder Engagement Framework	1. Develop and adopt First Peoples Stakeholder Engagement Framework; and 2. Commence development of a Reconciliation Action Plan. (Carryforward 2024-2025)	DCCDS		•		•

## 1.12 Implement a Digital Inclusion Strategy to enhance community connectivity and support remote work opportunities

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.12.1 Digitally connected public spaces within the Shire	1. Identify opportunity for digitally connected public spaces within the Shire; and 2. Report to Council.	DCCDS			•	

## Natural Environment

### 1.13 Support education programs that contribute to improved environmental and community outcomes

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.13.1 Deliver First 5 Forever Program	Deliver the Baby Welcoming Ceremony	DCCDS			•	
1.13.2 Develop and implement a Community Education Strategy for Coastal Management (i.e. implementation of CHAS, SEMP, foreshore management)	Annual Report to Council on activities achieved	DIS				•

## Organisational Sustainability

### 1.14 Promote active participation of community engagement in regional planning

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.14.1 Develop a Community Engagement Policy	Engage with relevant stakeholders, develop and adopt a Community Engagement Policy	DCCDS			•	

### 1.15 Proactively communicate Council's intent, decisions and information to the community effectively

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
1.15.1 Refer to 1.2 - 2025-2026						

# Key Focus 2: Resilient Built Environment

## 2.1 Manage and maintain critical infrastructure networks and services to minimise impacts on community, economy, and environment

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.1.1 Promote and activate regional venues to maximise their utilisation, attract new and diverse events, increase visitor numbers, and stimulate local economic growth	Increased utilisation of high-quality regional venues, evidenced by growth in the number, diversity, and scale of events hosted	DCCDS	•	•	•	•
2.1.2 Deliver Road Maintenance Performance Contract (RMPC)	Fulfill contract obligations within the approved budget	DIS				•
2.1.3 Review and update the Drinking Water Quality Management Plan - Risk Management Improvement Program	Annual Report to Council on activities achieved	DIS				•
2.1.4 Asset Management Plans (all classes) are reviewed and updated	<ol style="list-style-type: none"> <li>1. Asset Management Plans (all classes) are reviewed and updated;</li> <li>2. Asset Management Plans are endorsed by Council;</li> <li>3. Asset inspection schedules are developed to support asset condition assessments to inform 2026-2027 Budget; and</li> <li>4. Asset Management Plans are used to inform the Long Term Financial Plan.</li> </ol>	DIS	•	•	•	•





## 2.2 Develop, manage and maintain the drainage network for the protection of the community and our environment

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.2.1 Continued coordination of Hinchinbrook Drainage Advisory Group	1. Adoption of Terms of Reference; 2. Hinchinbrook Drainage Advisory Group meets regularly; and 3. Hinchinbrook Drainage Advisory Group meeting minutes including recommendations are reported to Council.	DIS	•	•	•	•
2.2.2 Continue with advocacy to trim mangroves enabling water to escape via drains	Advocacy to support the Lower Herbert Water Management Authority to secure change in permit conditions to allow mechanical trimming and clearing of waterways through mangrove forests to improve disaster resilience	CEO				•
2.2.3 Develop a Drainage Vegetation Management Maintenance Plan	1. Develop a Drainage Vegetation Management Maintenance Plan; 2. Monitor and report on delivery of the plan; and 3. Service level has been adopted by Council that addresses the efficient and effective management of vegetation in drainage and inaccessible locations. (Carryforward 2024-2025)	DIS	•	•	•	•

## 2.3 Investigate incentives and urban design approaches to encourage better utilisation of well located vacant and under occupied land and private dwellings to increase housing supply

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.3.1 Facilitate meetings of the Hinchinbrook Local Housing Action Group to progress Hinchinbrook Local Housing Action Plan actions	1. Host bi-monthly meetings to June 2026; and 2. Report bi-annually on progress of the plan to Council.	CEO		•		•

# Prosperity

## 2.4 Review land supply and use to meet community and business needs with consideration for future expansion

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.4.1 Seek external funding opportunities to support required infrastructure	Successful outcome of funding submission under State Government Residential Land Activation Fund	DCCDS	•			

## 2.5 Establish a Community Resilience Program to enhance disaster preparedness and recovery capabilities

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.5.1 Implement Hinchinbrook Local Recovery Action Plan (February 2025)	Progress actions from the Plan	CEO	•	•	•	•

# Lifestyle

## 2.6 Develop resilience plans to protect against climate and market shocks/volatility

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.6.1 Continual improvement of disaster response	Facilitate a debrief of the 2025 Flood Event and develop an action plan for continual improvement of disaster response efforts	CEO	•			
2.6.2 Business continuity and disaster response activities	Undertake a Business Continuity and Disaster Response planning exercise	CEO		•		

## 2.7 Upgrade critical infrastructure for hazard resilience - advocate for betterment funding

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.7.1 Identify critical Infrastructure and hazards	Identify and develop a list of critical infrastructure and hazards for betterment funding to inform Advocacy Strategy	DIS	•	•		
2.7.2 Improve infrastructure resilience to reduce the consequences of any identified hazards through the maximisation of grant funding opportunities	Council briefed on grant opportunities to enhance resilience of identified critical infrastructure	DIS	•	•	•	•

## 2.8 Undertake integrated strategic land use and infrastructure planning to manage growth in a financially and environmentally sustainable manner that enhances liveability

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.8.1	Refer 4.10 - 2025-2026					

## 2.9 Undertake a comprehensive review of flood modelling and flood data in the region to inform future planning and preparedness

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.9.1	Finalise the flood modelling to inform disaster and land use planning	Finalise flood modelling for the Herbert River and commence amendments to reflect contemporary approach to resilient housing, risk mitigation and disaster management	DCCDS	•		

# Organisational Sustainability

## 2.10 Continue to improve and deliver sustainably efficient waste management and resource recovery practices

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.10.1	Promote improvements to sustainable and efficient waste management and resource recovery practices by Council and the community to improve waste diversion and reduction	1. Draft Hinchinbrook Shire specific Waste Management and Resource Recovery Strategy; 2. Endorsement by Council; and 3. Annual Report to Council on activities achieved.	DIS	•	•	•

## 2.11 Implementation of the Hinchinbrook Local Government Area Biosecurity Plan

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.11.1	Review and implement the Hinchinbrook Local Government Area Biosecurity Plan (HLGABP)	1. Annual Report to Council on the outcomes from the 2025 HLGABP; and 2. Adoption of the 2026 HLGABP.	DIS	•	•	•

2.12 Increase solar energy offsets for Council assets

Deliverable 2025-2026		Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.12.1	Continued installation of solar infrastructure at Council facilities	TYTO and Council's Martin Street Depot Solar projects completed (Carryforward 2024-2025)	DIS		•		

2.13 Progression towards ‘zero avoidable waste to landfill’ as an economically viable operation, through collaboration and innovation

Deliverable 2025-2026		Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
2.13.1	Refer to 2.10 - 2025-2026						





# Key Focus 3: Authentic

## Built Environment

### 3.1 Deliver well planned infrastructure that is sustainable and contributes to vibrant communities

Deliverable 2025-2026		Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.1.1	Progress the Development Lease for expansion of Ingham Industrial Estate	Investigate opportunities to progress delivery of land for industrial purposes (Carryforward 2024-2025)	DCCDS				•
3.1.2	Progress the Development Lease for expansion of the Lucinda Township	Investigate opportunities to progress delivery of land for industrial purposes (Carryforward 2024-2025)	DCCDS				•
3.1.3	Facilitate the ongoing operation of the Asset Management Steering Committee Meeting	A minimum of six meetings held annually	CEO	•	•	•	•
3.1.4	Facilitate the ongoing operation of the Project Management Steering Committee Meeting	Monthly meetings held	CEO	•	•	•	•
3.1.5	Delivery of Capital Works Projects approved for 2025-2026	Completion of 90% of Capital Works Projects approved for delivery in 2025-2026 Budget	DIS	•	•	•	•
3.1.6	Review of Service Level Standards	1. Review existing Service Level Standards and identify need for any additional Service Level Standards; 2. Endorsement by Council; and 3. Consideration within 2026-2027 Budget preparation.	DIS	•	•		
3.1.7	Develop a 10-year capital investment program for each asset class to inform Long Term Financial Plan	1. Develop a 10 year capital investment program for each asset class to inform the Long Term Financial Plan; and 2. 10 year capital investment program for each asset class is endorsed by Council.	DIS		•		
3.1.8	Deliver Works for Queensland funded projects	Deliver Works for Queensland funded projects identified for delivery in 2025-2026 (Carryforward 2024-2025)	DIS	•	•	•	•

### 3.2 Provide sporting recreational parks, playgrounds and aquatic facilities that contribute to and enhance the lifestyle of the community

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.2.1 Develop the Mount Cordelia Walking Trail	Finalise the business case and detailed designs (Carryforward 2024-2025)	DCCDS		•		
3.2.2 Sustainability review of Council's parks and playgrounds	<ol style="list-style-type: none"> <li>1. Review of Council's recreational parks and playgrounds be undertaken in line with Asset Management Plan review;</li> <li>2. Heirarchy, renewal and disposal plan be developed and/or reviewed for each recreational park and playground within the Shire and is endorsed by Council; and</li> <li>3. Maintenance and operational levels of service provided to recreational parks and playgrounds within the Shire is incorporated in Service Level Standards review.</li> </ol>	DIS	•	•	•	•

## Prosperity

### 3.3 Review land supply and use to meet community and business needs with consideration for future expansion

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.3.1 Review land supply and use to meet community and business needs with consideration for future expansion	<ol style="list-style-type: none"> <li>1. Complete investigations of existing and new urban growth areas;</li> <li>2. Adapt Local Government Infrastructure Plan (LGIP) to meet efficient infrastructure delivery, new housing opportunities and trunk infrastructure servicing enablers; and</li> <li>3. Continue to explore and undertake strategic land acquisitions for the expansion of urban land for housing and industrial development where industry has not advanced opportunities.</li> </ol>	DCCDS				•

### 3.4 Explore and encourage opportunities to diversity and value add to existing sugar industry including bio plastics and bio futures

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.4.1 Undertake advocacy with key industry stakeholders	1. Engage with key industry stakeholders; and 2. Engage with TEL to leverage industry opportunities.	DCCDS		•	•	•

### 3.5 Promote opportunities to build recreational and sport-based tourism. For example recreational fishing

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.5.1 Refer 4.11 2025-2026						

### 3.6 Continue to develop and promote the Hinchinbrook Investment Prospectus

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.6.1 Develop the Hinchinbrook Investment Prospectus	Develop and adopt a Hinchinbrook Investment Prospectus by Council	DCCDS			•	

## Lifestyle

### 3.7 Provide improved sporting and community facilities through consolidation to encourage cross-utilisation between community groups

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.7.1 Encourage multi-purpose use of Council facilities and on land controlled by Council	1. Continue discussions with users of Ingham Showgrounds for masterplan and multi-use opportunities; and 2. Continued engagement with Ingham Gymnastics for project delivery of new facility.	DIS	•	•	•	•

### 3.8 Support sporting and community volunteers and recognise the need to reinvigorate a passion for volunteering

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.8.1 Reinforce the volunteerism culture across the Shire	1. Visitor Information Centre Ambassador program; and 2. Encourage and connect volunteers through involvement in Library and Gallery programs.	DCCDS	•	•	•	•

### 3.9 Ensure that the uniqueness of our townships and villages throughout the region is understood and valued

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.9.1 Advance the Hinchinbrook Way branding opportunities	1. Review and refresh the Hinchinbrook Way marketing collateral; and 2. Increase traffic to the Hinchinbrook Way website and social media pages. (Carryforward 2024-2025)	CEO			•	

### 3.10 Advocate for State Government funding of needs assessments for crisis accommodation and youth/family violence housing in the region

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.10.1 Refer 3.11 - 2025-2026						

## Organisational Sustainability

### 3.11 Deliver strong leadership and advocacy on behalf of the community

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.11.1 Collaborate with key departments and agencies to facilitate strategic outcomes to meeting community and business needs for future expansion	Develop an action plan to monitor, review and deliver on expansion of industry and community	CEO			•	



### 3.12 Promote a strong financial management focus on long term financial sustainability

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.12.1 Progress recommendations from the Finance Sustainability Strategy (June 2025) for consideration as part of 2026-2027 budget preparations	<ol style="list-style-type: none"> <li>1. Undertake a review of General Rating Categories;</li> <li>2. Undertake a review of the assumptions used and inputs to the Utility Pricing Model;</li> <li>3. Undertake a review of Fees and Charges;</li> <li>4. Prepare a submission to the Local Government Grants Commission regarding disparity of general purpose grant;</li> <li>5. Undertake a review of depreciation expense; and</li> <li>6. Training is provided to relevant staff on capital expenditure.</li> </ol>	CFO			•	

### 3.13 Demonstrate open and transparent leadership

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.13.1 Support the Audit and Risk Committee	Hold four Audit and Risk Committee meetings annually	DCCDS				•



### 3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes

Deliverable 2025-2026		Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.14.1	Local Law Review	Adoption of amended local laws (Carryforward 2024-2025)	DCCDS				•
3.14.2	Hinchinbrook Shire Shipping Container Regulation	Establish a regulatory framework for addressing shipping containers being used for domestic storage	DCCDS		•		
3.14.3	Deliver a program of focussed building compliance in relation to shipping containers, living in sheds, and dilapidated buildings to maintain the safety and resilience of housing in the Shire, and enhance the lifestyle of members of the community	Inspections conducted in each township/community and appropriate compliance action taken for each matter raised and reported on quarterly basis	DCCDS	•	•	•	•
3.14.4	Review Procurement process and systems for Tender and Requests for Quotations to deliver improved decision making and efficient response to suppliers	1. Process and system review undertaken; 2. Training for Procurement decision makers; 3. Set key performance indicators for response/ feedback to suppliers; and 4. Preferred Supplier Arrangements in place.	CFO			•	•
3.14.5	Consolidate current policies and processes into a Procurement Framework	Adoption of Framework (Carryforward 2024-2025)	CFO		•		
3.14.6	Progress and implement Governance Review Plan actions	Governance actions for the period are completed (Carryforward 2024-2025)	DCCDS	•	•	•	•
3.14.7	Progress Australian Signals Directorate (ASD) Essential Eight to Level 2	Provision of evidentiary reports and data to support Level 2 achievement	DCCDS			•	
3.14.8	Migrate on-premises servers to the Cloud	1. Decommissioning of the on-prem hyperflex stack; 2. Reduction of the number of Council Servers; 3. Termination of relevant support contracts; and 4. Decommissioning of iSeek Data Centre.	DCCDS				•
3.14.9	Remediate the remaining radio infrastructure	1. Ability to proactively manage devices; 2. Replace legacy and inoperable devices (Radio and switches); and 3. Provide data to support improved performance.	DCCDS	•			

### 3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes – Continued

Deliverable 2025-2026		Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
3.14.10	Produce and implement Low Level Network Design	1. Low Level Network Design Product; 2. Detailed configuration documentation; and 3. Provide performance data to demonstrate improvement.	DCCDS				•
3.14.11	Conduct Information Services business continuity exercises	1. Successfully restore 365 data for specific accounts; 2. Successfully restore two servers from backup into the cloud; 3. Successfully restore multiple folders from backup to the cloud and to specific computers.	DCCDS		•		
3.14.12	Execute Cyber Incident Tabletop Exercise	1. Lessons learned deliverable; 2. Video/transcript of the incident; and 3. Supporting documentation of the incident including service desk ticket, to document preparation, identification and analysis, containment, eradication, recovery and post incident activities.	DCCDS			•	
3.14.13	Implement Information Services Review Plan	1. Report to CEO demonstrating a reduction in the risk score, critical vulnerabilities and service response times; 2. Software patching occurring in alignment with Australian Signals Directorate Essential Eight; and 3. Year One of the TechnologyOne Future State Action Plan is complete.	DCCDS				•
3.14.14	Develop Service Review Program	Develop a cyclical program designed to review Council's services based on level of complaints and risk	CEO		•		
3.14.15	Business continuity	Develop continuity plans for key strategic risks identified for the organisation	CEO				•
3.14.16	Review regulatory signage across the Shire to ensure consistency, legibility, compliance and accessibility	Business case(s) prepared for specific improvements for regulatory signage that needs to be replaced or improvements delivered for inclusion in future budgets.	DCCDS			•	

# Key Focus 4: Aspirational

## Built Environment

### 4.1 Prioritise infrastructure projects that will contribute to the Hinchinbrook Shire's liveability and further development

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.1.1 Ensure supply of cemetery plots and reserves meet needs of community	1. Deliver new mausoleum for reservation and use; and 2. Extend beams in lawn and memorial sections to meet current demand.	DCCDS				•
4.1.2 Conduct a review of grave sites at the cemetery to increase site availability	1. Identify unused grave sites and no longer required reservations at cemetery for better utilisation of existing land; and 2. Review cemetery fees and charges to determine a new fee which encourages take up of unused grave sites and reservations no longer required.	DCCDS		•		
4.1.3 Investigate and develop memorial options for alternative ashes interment in New Ingham Cemetery	Prepare business case for delivery of memorial gardens and fee schedules	DCCDS		•		
4.1.4 Improve signage for patrons of the New Ingham Cemetery	Renew way finding signage at New Ingham Cemetery	DCCDS		•		
4.1.5 Undertake engagement with Ingham Family History Group, interested parties and Council representatives to develop the priority improvements from the New Ingham Cemetery Master Plan to create an authentic destination for tourists	Business case(s) prepared for specific improvements that create/enable an authentic tourism product	DCCDS			•	

### 4.2 Advocate and collaborate with transport stakeholders and government agencies for improvements in public and private transport services and investment in infrastructure

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.2.1 Advocacy - Transport improved services and infrastructure	Inclusion of outcome for improvement in public and private transport services and infrastructure within Council's Advocacy Strategy	CEO				•



# Prosperity

## 4.3 Facilitate the provision of information to encourage a digitally connected business community

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.3.1	Refer to 1.12 - 2025-2026					

## 4.4 Encourage businesses to invest in research, diversification and development

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.4.1	Facilitate advocacy to attract agricultural diversification projects to Hinchinbrook region	1. Delivery of marketing material to target audiences; and 2. Annual Report to Council on activities achieved. (Carryforward 2024-2025)	CEO			•
4.4.2	Support local business growth and investment	1. Deliver business development workshops; 2. Deliver one business networking event each quarter; and 3. Attend Hinchinbrook Chamber of Commerce monthly meetings.	DCCDS	•	•	•

## 4.5 Support projects and initiatives that encourage start-ups and small businesses and develop tourism products

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.5.1	Deliver Works for Queensland (W4Q) Project Wallaman Falls and Broadwater Ecotourism Master Plan - Trebonne Staging Area	Develop 'shovel ready' project for submission to funding bodies as grant opportunities arise	DCCDS			•



## 4.5 Support projects and initiatives that encourage start-ups and small businesses and develop tourism products – Continued

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.5.2 Identify, promote, and implement initiatives that support the growth and expansion of existing businesses, while actively encouraging the establishment and success of new and emerging small businesses	1. Increase in business engagement year on year, measured by participation in Council led programs, events, or initiatives; 2. Delivery of at least eight business support initiatives; 3. Deliver Business Development Workshops; 4. Six Industry Breakfast events annually; 5. Two Industry Network events annually; 6. Positive feedback from participating businesses, with at least 85% satisfaction in post-initiative surveys; and 7. Growth in local business activity, tracked via business registrations, permit applications, or engagement with Council services.	DCCDS	•	•	•	•

## 4.6 Review and implement the Economic Development Strategy

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.6.1 Finalise Economic Development Strategy for Hinchinbrook Shire	Adoption and implementation of Economic Development Strategy (Carryforward 2024-2025)	DCCDS		•		

## 4.7 Support development, diversification, sustainability and expansion of the economic base

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.7.1 How to do Business with Council workshops	Deliver two 'How to do Business with Council' workshops (Carryforward 2024-2025)	CFO		•		•
4.7.2 Tourism and sector participant engagement	1. Deliver two branding and marketing workshops; and 2. Establish a Local Tourism Committee with data provided by operators. (Carryforward 2024-2025)	DCCDS		•		•

## 4.7 Support development, diversification, sustainability and expansion of the economic base – Continued

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.7.3 Provide support to the Hinchinbrook Visitor Information Centre	1. Grow existing visitor numbers to the Hinchinbrook Visitor Information Centre; 2. Maintain volunteer numbers; and 3. Conduct four volunteer familiarisation events.	DCCDS	•	•	•	•
4.7.4 Council participation in three targeted annual economic and tourism expos	Attend three expos and distribute a minimum 300 Hinchinbrook Way packs per event	DCCDS	•	•	•	•
4.7.5 Position Hinchinbrook as a preferred business and lifestyle destination by identifying, developing, and leveraging targeted advertising and promotional opportunities	Four promotional opportunities identified and pursued annually	DCCDS	•	•	•	•

## 4.8 Advocate for Community Deal funds for projects that deliver on this initiative rather than constant funding

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.8.1 Provide Annual Community Grants Program	Review of Community Grants Program to incorporate self-sustainability aspects	DCCDS		•		

## Lifestyle

### 4.9 Establish and/or support Intergenerational Placemaking Projects: launch collaborative placemaking initiatives where different generations can work together

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.9.1 Advocate - intergenerational housing and community spaces	Inclusion of outcome within Advocacy Strategy - intergenerational housing and community spaces that cater to both elderly and younger families	CEO				•

## 4.10 Ensure the region's Planning Scheme remains adaptive and flexible to accommodate global housing trends and opportunities

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.10.1 Review Planning Scheme and align to current strategic planning and priorities for the Shire, housing supply and opportunities to meet current and emerging needs, and solutions to infrastructure delivery challenges	Undertake Statutory Review of Planning Scheme and identify the forward matters for amendments that are currently underway and priorities for the Shire to unlock resilient, affordable and diverse housing, minimise unnecessary red-tape, encourage economic development, and enhance and protect the Shire's many communities from incompatible development	DCCDS				•
4.10.2 Investigate incentives and urban design approaches to encourage better utilisation of well-located vacant and under-occupied land and private dwellings to increase housing supply	Enable new and affordable housing opportunities to be realised through: <ul style="list-style-type: none"> <li>• A renewed, efficient development assessment process;</li> <li>• Review of Planning Scheme requirements to remove barriers;</li> <li>• Preparation of materials and guiding documents to highlight the opportunities presented in the Planning Scheme; and</li> <li>• Provide incentives to encourage development of underutilised urban land.</li> </ul>	DCCDS				•
4.10.3 Hinchinbrook Planning Scheme Review	<ol style="list-style-type: none"> <li>1. Complete administrative and minor amendments;</li> <li>2. Commence amendment package for review of flood modelling; and</li> <li>3. Commence amendment package for Local Government Infrastructure Plan (LGIP).</li> </ol>	DCCDS				•

#### 4.11 Advocate for continued island access through channel maintenance and dredging programs

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.11.1 Finalise business case and obtain all approvals for the dredging of Enterprise Channel Dungeness	Secure Development Approval to allow the construction of the breakwater, dredging and sand replenishment	DCCDS		•		
4.11.2 Advocacy - Dungeness all tidal access project	Monitor and make application for appropriate funding opportunities as they arise	CEO	•	•	•	•
4.11.3 Investigate alternative marine access at Cassady Creek	Undertake site investigations to determine project feasibility and scope for proposed establishment of a new public boat ramp located at Cassady Creek, south of Forrest Beach. (Carryforward 2024-2025)	DCCDS		•		

#### 4.12 Investigate and Report to Council on opportunities to use technology and innovation to improve the liveability of our region

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.12.1 Investigate improved use of technology (such as CCTV, automated licence plate recognition, and surveillance) in public areas which are known to be sources of safety or environmental incidences in the Shire to assist in improving safety and community wellbeing	Business case(s) prepared for specific improvements that create/enable assisted surveillance for regulatory compliance.	DCCDS		•		

#### 4.13 Proactively pursue opportunities presented for our Region by the 2032 Olympics

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.13.1 Advocacy Strategy - 2032 Olympics	Inclusion of outcome in Advocacy Strategy - pursue opportunities for the Region for the 2032 Olympics	CEO				•



# Natural Environment

## 4.14 Promote the adoption of environmental best practice by Council, residents and businesses

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.14.1 Provide program of weekend inspections to improve education regarding access to coastal reserves and foreshores	1. Officers intercept and discuss foreshore access with members of the public accessing coastal areas over a minimum of two busy weekend periods in the year; and 2. Guiding materials developed and published to assist the community in understanding their, Council's and the State's responsibilities in relation to preservation and protection of the coastal resource, and the need to behave in ways that ensure the appreciation of the resource for our lifestyle well into the future.	DCCDS		•	•	•

## 4.15 Adapt and manage environmental risks and hazards

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.15.1 Refer to 1.13 - 2025-2026						

## 4.16 Promote and support Reef Guardian initiatives and strategies

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.16.1 Reef Guardian Council Action Plan	Annual Report to Council on activities achieved	DIS				•

# Organisation Sustainability

## 4.17 Support and build effective leadership and management capability in our staff

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.17.1 Provide leadership training for new leaders and existing leaders on an annual basis	1. Leadership training provided for new leaders; and 2. Delivery of management fundamentals training module.	EMPCS	•	•	•	•

## 4.18 Attract and retain staff that will engage with Council's transformational journey

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.18.1 Develop a Strategic Workforce Plan with a focus on attraction, retention and development	Adoption of the Strategic Workforce Plan by Council (Carryforward 2024-2025)	EMPCS		•		

## 4.19 Implement professional development initiatives to upskill and retain existing staff

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.19.1 Develop a Learning and Development Strategy	Adoption of Learning and Development Strategy	EMPCS		•		

## 4.20 Transform Council's business and interaction through an enhanced customer focus and innovative technology solutions

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.20.1 Embed a culture of continuous improvement through delivery of actions within Organisational Development Plan	Quarterly reporting to Council on progress of actions in Organisational Development Plan	CEO	•	•	•	•
4.20.2 Implement Customer Experience Strategy actions	Customer Experience Strategy actions for the period are completed	DCCDS	•	•	•	•

#### 4.21 Enhance Council's reputation as an employer of choice through values based leadership, fostering collaboration, engagement and trust and nurturing staff

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.21.1 Maximise employee engagement	Promote Council's values and initiatives to maximise employee engagement through development of improvement actions and priority areas identified through employee engagement	EMPCS	•	•	•	•
4.21.2 Foster a culture of engagement by enhancing communication, recognition, leadership and career development	Employee engagement/ satisfaction survey completed	EMPCS			•	

#### 4.22 A commitment to staff and Councillor safety, health and wellbeing, including mental wellbeing

Deliverable 2025-2026	Success Measure 2025-2026	Responsible Area	Q1	Q2	Q3	Q4
4.22.1 Implement targeted programs using evidence based initiatives aimed at promoting the physical health, mental wellness, social connection and work life balance of Council employees	10% reduction in unplanned leave	EMPCS	•	•	•	•
4.22.2 Increase employee participation in health monitoring programs and activities	Incremental increases in number of participants in programs and activities with a target of greater than 80%	EMPCS	•	•	•	•











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Operational Plan 2025-2026

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