



I hereby give notice that an Ordinary Meeting of Council will be held on:

Date: Wednesday 28 January 2026

Time: 9:00 am

**Location: Corner Djinkiya & Lardil Street
Gununa**

MORNINGTON SHIRE COUNCIL

Ordinary Council Meeting Wednesday 28 January 2026

**Gary Uhlmann
Chief Executive Officer**

To empower our Community – Our people
To feel solid and strong like the rock in Mundalbe
To taste and hear the breaking waves of change
To establish clean, safe, healthy lifestyles togetherness
Pride and respect for each other in our culture, achievements and successes.
To see and smell the compassion and peacefulness of our community

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1 OPENING OF MEETING**2 ACKNOWLEDGEMENT OF COUNTRY**

I would like to begin by acknowledging the Traditional Owners of the land on which we meet today, the Lardil people of Mornington Island and pay our respects to Elders past and present. We would also like to acknowledge the Kaiadilt, Yangkaal, Waanyi, Gangalidda and Garrawa people who share our homelands.

3 PRESENT**4 LEAVE OF ABSENCE****5 DISCLOSURE OF INTEREST - COUNCILLORS AND STAFF****6 CONDOLENCES AND MEMORIALS**

7 CONFIRMATION OF MINUTES

7.1 Minutes of the Ordinary Council Meeting - 10 December 2025

Author: Director Corporate & Community

Attachments: 1. Mornington Shire Council - Unconfirmed minutes - Ordinary Council meeting - December 2025 [7.1.1 - 6 pages]

RECOMMENDATION

That the December 2025 Ordinary Council minutes be received and recommendations therein be adopted.

**MINUTES OF MORNINGTON SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, CORNER DJINKIYA & LARDIL STREET GUNUNA
ON WEDNESDAY 10 DECEMBER 2025 AT 9:00 AM**

1 OPENING OF MEETING

The meeting was opened by Mayor Richard Sewter at 9:06am.

2 ACKNOWLEDGEMENT OF COUNTRY

I would like to begin by acknowledging the Traditional Owners of the land on which we meet today, the Lardil people of Mornington Island and pay our respects to Elders past and present. We would also like to acknowledge the Kaiadilt, Yangkaal, Waanyi, Gangalidda and Garrawa people who share our homelands.

3 PRESENT

Mayor Richard Sewter, Deputy Mayor Robert Thompson, Cr Farrah Linden, Cr Renee Wilson, Cr Jane Ah Kit.

Gary Uhlmann (Chief Executive Officer) and Skye Price (Director Corporate and Community).

4 LEAVE OF ABSENCE

5 DISCLOSURE OF INTEREST - COUNCILLORS AND STAFF

6 CONDOLENCES AND MEMORIALS

A minute's silence was observed for loved ones, including the late K. Chong, Traditional Owner.

7 CONFIRMATION OF MINUTES

RESOLUTION 2025/170

Moved: Councillor Renee Wilson

Seconded Deputy Mayor Robert "Bobby" Thompson

That the Minutes of the Ordinary Council Meeting - Wednesday 26 November 2025 be received and the recommendations therein be adopted.

CARRIED 5 / 0

COUNCIL MEETING MINUTES

WEDNESDAY 10 DECEMBER 2025

8 DEPUTATIONS

10:00am - Mirndiyan Gununa Aboriginal Corporation
Wrap-up of Yalmiyal Gununa Cultural Festival 2025

1:00pm – Australian Government National Indigenous Australians Agency
Ms Kassmena Birch, Regional Director and Mr Henry Enoch, Engagement Director

9 ACTION SCHEDULE

All outstanding Council resolutions are attached.

**10 MAYOR AND COUNCILLOR REPORTS
RESOLUTION 2025/171**

Moved: Councillor Farrah Linden

Seconded Councillor Jane Ah Kit

That Councillors receive and note the Mayor and Councillors' verbal reports for December 2025.

CARRIED 5 / 0

Mayor Richard Sewter

Attended North West Regional Organisation of Councils (NWROC), Hughenden

Karumba Port will not be dredged when mine concludes operations 2027. The freight corridor silts every year.

Preliminary conversation with Brian Arnold, GREAT

Potential conglomerate purchase of hotel in Cairns for apprenticeships and training programs.

Cr Farrah Linden

Advice that there are five (5) funerals pending. A visiting Chaplin has been assisting the community with a Christian approach. Monday 15 December a Community Safety Committee meeting will be held. Terms of Reference will be reviewed for the committee, shortly. Draft community events will be distributed during early 2026.

Cr Jane Ah Kit

Attendance has involved the Community Safety Committee, school concert, farewell for teachers, and the local education community board which is looking for extra members.

Cr Renee Wilson

2026 is likely to be a year when a domestic/ island festival is hosted. An art gallery is potentially going to provide funds for a permanent stage at the Festival Grounds. During future festivals

COUNCIL MEETING MINUTES**WEDNESDAY 10 DECEMBER 2025**

additional resources will be sought in terms of policing and hospital staff. Additional service providers will be asked to partake and a risk management plan needs to be more thorough, with additional security.

Deputy Mayor Bobby Brown

Six (6) roads will be completed by the end of next week. The rest of the roads will be complete by 30 June 2026. The staff have done a "deadly job".

11 CHIEF EXECUTIVE OFFICER REPORT**RESOLUTION 2025/172**

Moved: Deputy Mayor Robert "Bobby" Thompson

Seconded Councillor Farrah Linden

That Council receive and note the Chief Executive Officer's report for December 2025.

CARRIED 5 / 0**12 FINANCE****RESOLUTION 2025/173**

Moved: Deputy Mayor Robert "Bobby" Thompson

Seconded Councillor Farrah Linden

That Council receive and note the Interim Financial Report for November 2025.

CARRIED 5 / 0**RESOLUTION 2025/174**

Moved: Councillor Farrah Linden

Seconded Councillor Jane Ah Kit

That Council receive and note the periodic Capital Projects Office masterplan overview for November 2025.

CARRIED 5 / 0**13 GOVERNANCE****RESOLUTION 2025/175**

Moved: Councillor Farrah Linden

COUNCIL MEETING MINUTES

WEDNESDAY 10 DECEMBER 2025

Seconded Councillor Jane Ah Kit

That Council receive and note the report related to correspondence from Director General Bronwyn Blagoev related to the Honourable Ann Leahy introduction of the Local Government (Empowering Councils) and Other Legislation Amendment Bill (2025) into the Legislative Assembly, 20 November 2025.

CARRIED 5 / 0

RESOLUTION 2025/176

Moved: Councillor Jane Ah Kit
Seconded Councillor Renee Wilson

That Council receive and note the report related to Child Safe Organisations Act 2024 amendments and compliance obligations that need to be implemented by 1 July 2026.

CARRIED 5 / 0

RESOLUTION 2025/177

Moved: Councillor Renee Wilson
Seconded Deputy Mayor Robert "Bobby" Thompson

That Council receive and note the report; and endorse the Council meeting schedule for the 2026 calendar year.

CARRIED 5 / 0

14 HUMAN RESOURCES

RESOLUTION 2025/178

Moved: Councillor Farrah Linden
Seconded Mayor Richard Sewter

That Council receive and note the Human Resources report for December 2025.

CARRIED 5 / 0

15 HOUSING AND FACILITIES

COUNCIL MEETING MINUTES

WEDNESDAY 10 DECEMBER 2025

Nil

**16 ENGINEERING
RESOLUTION 2025/179**

Moved: Deputy Mayor Robert "Bobby" Thompson
Seconded Councillor Farrah Linden

That receive and note the report for the Engineering division for December 2025.

CARRIED 5 / 0

17 PLANNING AND COMMUNITIES

RESOLUTION 2025/180

Moved: Deputy Mayor Robert "Bobby" Thompson
Seconded Mayor Richard Sewter

That Council receive and note the report related to Queensland Government Department of Housing Tenancy Services for December 2025.

CARRIED 5 / 0

RESOLUTION 2025/181

Moved: Councillor Farrah Linden
Seconded Councillor Renee Wilson

That Council receive and note the Hospitality and Accommodation report for December 2025.

CARRIED 5 / 0

RESOLUTION 2025/182

Moved: Councillor Jane Ah Kit
Seconded Deputy Mayor Robert "Bobby" Thompson

That Council receive and note the Community Development report for the period September – November 2025 and the proposed key events for 2026 be endorsed.

CARRIED 5 / 0

18 GENERAL BUSINESS

19 CONFIDENTIAL REPORTS

Nil

19.1 Chief Executive Officer – Potential extension of employment contract

CONFIDENTIAL

Section under the Regulation:	The grounds on which part of the Council or Committee may be closed to the public are listed in Section 254J of the Local Government Regulations 2012.
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MOTION

That Gary Uhlmann's Chief Executive Officer contract be renewed for twelve (12) months, with an immediate performance review involving all Councillors.

Moved: Mayor Richard Sewter

Seconded: Deputy Mayor Robert "Bobby" Thompson

THE MOTION FAILED 2/3

RESOLUTION 2025/183

Moved: Deputy Mayor Robert "Bobby" Thompson

Seconded: Councillor Renee Wilson

{That Gary Uhlmann's Chief Executive Officer contract be renewed for six (6) months, with an immediate performance review involving all Councillors and potential contract extension for an additional twelve (12) months, following the review.}

CARRIED 5 / 0

20 NEXT MEETING

Wednesday 28 January 2026

21 CLOSURE

The mayor closed the meeting at 4:45pm

8 DEPUTATIONS

10:00am - Sarah Darley, Principal Planning Officer, Infrastructure Services Division, Queensland Government Department of Education with architect, Jon Larrazabal

Presentation of draft Mornington Island State School Masterplan

11:00am - Sandi Ambler, Principal, Mornington Island State School

General meet and greet, as well as advice related to 2026 priorities

1:00pm – Gary Hall, Chief Operating Officer, Rise Ventures

9 ACTION SCHEDULE

Action schedule attached.

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[7.1 Minutes of the Ordinary Council Meeting - Wednesday 26 November 2025](#)

RESOLUTION 2025/170

Moved: Councillor Renee Wilson

Seconded Deputy Mayor Robert "Bobby" Thompson

That the Minutes of the Ordinary Council Meeting - Wednesday 26 November 2025 be received and the recommendations therein be adopted.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[10.1 Mayor and Councillor Verbal Reports](#)

RESOLUTION 2025/171

Moved: Councillor Farrah Linden

Seconded Councillor Jane Ah Kit

That Councillors receive and note the Mayor and Councillors' verbal reports for December 2025.

CARRIED 5 / 0

Mayor Richard Sewter

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Karumba Port will not be dredged when mine concludes operations 2027. The freight corridor silts every year.

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Potential conglomerate purchase of hotel in Cairns for apprenticeships and training programs.

Cr Farrah Linden

Advice that there are five (5) funerals pending. A visiting Chaplin has been assisting the community with a Christian approach. Monday 15 December a Community Safety Committee meeting will be held. Terms of Reference will be reviewed for the committee, shortly. Draft community events will be distributed during early 2026.

Cr Jane Ah Kit

Attendance has involved the Community Safety Committee, school concert, farewell for teachers, and the local education community board which is looking for extra members.

Cr Renee Wilson

2026 is likely to be a year when a domestic/ island festival is hosted. An art gallery is potentially going to provide funds for a permanent stage at the Festival Grounds. During future festivals additional resources will be sought in terms of policing and hospital staff. Additional service providers will be asked to partake and a risk management plan needs to be more thorough, with additional security.

Mornington Shire Council Resolutions 30th Nov
2025 to 1st Jan 2026 23/01/2026 5:11 PM

Page 2

Attended school concert and Christmas Party at the oval. Not many parents celebrated graduates. Tanya Sewter is going to be inducted into the Queensland Touch Hall of Fame.

Deputy Mayor Bobby Brown

Six (6) roads will be completed by the end of next week. The rest of the roads will be complete by 30 June 2026. The staff have done a "deadly job".

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[11.1 Chief Executive report - December 2025](#)

RESOLUTION 2025/172

Moved: Deputy Mayor Robert "Bobby" Thompson

Seconded Councillor Farrah Linden

That Council receive and note the Chief Executive Officer's report for December 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[12.1 Financial report - Interim November 2025](#)

RESOLUTION 2025/173

Moved: Deputy Mayor Robert "Bobby" Thompson

Seconded Councillor Farrah Linden

That Council receive and note the Interim Financial Report for November 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[12.2 Capital Projects Office - Masterplan overview](#)

RESOLUTION 2025/174

Moved: Councillor Farrah Linden

Seconded Councillor Jane Ah Kit

That Council receive and note the periodic Capital Projects Office masterplan overview for November 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[13.1 Legislative reforms - Queensland Local Government Sector](#)

RESOLUTION 2025/175

Moved: Councillor Farrah Linden

Seconded Councillor Jane Ah Kit

That Council receive and note the report related to correspondence from Director General Bronwyn Blagoev related to the Honourable Ann Leahy introduction of the Local Government (Empowering Councils) and Other Legislation Amendment Bill (2025) into the Legislative Assembly, 20 November 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[13.2 Child Safe Organisations Act 2024 - Amendments](#)

RESOLUTION 2025/176

Moved: Councillor Jane Ah Kit

Seconded Councillor Renee Wilson

That Council receive and note the report related to Child Safe Organisations Act 2024 amendments and compliance obligations that need to be implemented by 1 July 2026.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[13.3 Council meeting dates - 2026](#)

RESOLUTION 2025/177

Moved: Councillor Renee Wilson

Seconded Deputy Mayor Robert "Bobby" Thompson

That Council receive and note the report; and endorse the Council meeting schedule for the 2026 calendar year.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[14.1 Human Resources report - December 2025](#)

RESOLUTION 2025/178

Moved: Councillor Farrah Linden

Seconded Mayor Richard Sewter

That Council receive and note the Human Resources report for December 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[16.1 Engineering report - December 2025](#)

RESOLUTION 2025/179

Moved: Deputy Mayor Robert "Bobby" Thompson

Seconded Councillor Farrah Linden

That receive and note the report for the Engineering division for December 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[17.1 Queensland Government Department of Housing Tenancy Services update](#)

RESOLUTION 2025/180

Moved: Deputy Mayor Robert "Bobby" Thompson

Seconded Mayor Richard Sewter

That Council receive and note the report related to Queensland Government Department of Housing Tenancy Services for December 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[17.2 Hospitality and Accommodation report - December 2025](#)

RESOLUTION 2025/181

Moved: Councillor Farrah Linden

Seconded Councillor Renee Wilson

That Council receive and note the Hospitality and Accommodation report for December 2025.

CARRIED 5 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[17.3 Community Development report - December 2025](#)

RESOLUTION 2025/182

Moved: Councillor Jane Ah Kit

Seconded Deputy Mayor Robert "Bobby" Thompson

That Council receive and note the Community Development report for the period September – November 2025 and the proposed key events for 2026 be endorsed.

CARRIED 4 / 0

ORDINARY COUNCIL MEETING - 10 DECEMBER 2025

[19.1 Chief Executive Officer – Potential extension of employment contract](#)

MOTION

That Gary Uhlmann's Chief Executive Officer contract be renewed for twelve (12) months, with an immediate performance review involving all Councillors.

Moved: Mayor Richard Sewter

Seconded: Deputy Mayor Robert "Bobby" Thompson

THE MOTION FAILED 2/3

RESOLUTION 2025/183

Moved: Deputy Mayor Robert "Bobby" Thompson
Seconded: Councillor Renee Wilson

{That Gary Uhlmann's Chief Executive Officer contract be renewed for six (6) months, with an immediate performance review involving all Councillors and potential contract extension for an additional twelve (12) months, following the review.}

CARRIED 5 / 0

10 MAYOR AND COUNCILLOR REPORTS**10.1 Mayor and Councillor Verbal Reports****RECOMMENDATION**

That Councillors receive and note the Mayor and Councillors' verbal reports for MONTH 2025.

11 CHIEF EXECUTIVE OFFICER REPORT**11.1 Chief Executive report - December 2025**

Author: Chief Executive Officer

Attachments: Nil

PURPOSE (EXECUTIVE SUMMARY)

The purpose of this report is to provide Elected Members with the Chief Executive Officer's report for January 2026.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Council should be proud of the achievements delivered by all parts of operations during the 2025 calendar year.

- Council's finances are strong as we finished the calendar year, they showed a significant improvement over the last financial year.
- Council's Financial Statements are up to date with the Audit Program now commissioned for the 2025 Financial Statements.
- The final versions of Council's Strategic and Operational Plans are being presented at the January 2026 Ordinary Council meeting and will form the basis of operational priorities for Council. There is a strong focus on both major infrastructure and social capital projects, particularly social housing projects in these documents.
- Major housing and accommodation project tenders have been awarded, with the building activities scheduled to commence immediately after the wet season.
- A Capital Projects Office (CPO) has been established to help bring professional project management approaches and controls to Council operations and to improve the efficiency of project management and delivery.
- Visitors and staff accommodation is now at capacity and programs need to be established to meet this critical future need.
- A major focus is also occurring on the Community Safety challenges and significant effort will be undertaken to establish a community led program for the future.
- Other critical framework plans such as our Recreational Masterplan, our planning scheme and our budget systems and processes will be early priorities.
- Overall, the Council is in an excellent position at the start of the new calendar year, and it is this year that we must focus on finalising our operational models and procedures that will underpin the delivery of both the strategic and operational plans.

FINANCIAL & RESOURCE IMPLICATIONS

Council is typically operating within approved 2025/26 allocated budget parameters.

RECOMMENDATION

That Council receive and note the Chief Executive Officer's report for January 2026.

12 FINANCE**12.1 Financial Report - December 2025**

Author: Chief Financial Officer

Attachments: 1. Financial Report December 2025 [12.1.1 - 7 pages]

PURPOSE (EXECUTIVE SUMMARY)

The purpose of this report is to present Elected Members with a monthly consolidated financial snapshot of key information regarding the financial position of Council.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Finance reports provide Elected Members with essential insights to monitor financial performance, uphold fiscal responsibility, identify and manage risks, ensure efficient resource allocation, and support long-term financial sustainability.

All figures are the interim year to date until 31 December 2025.

Key items to note:

- Debtors and Accounts Payable are the lowest in years due the efforts of the Finance team to collect historical debts and finalise accounts payable issues.
- Cashflow was negative for the month as departments stocked up for the wet season and shutdown periods of December and January. In addition to this the DRFA works cost was incurred by Council during this month, with the acquittal due in January.
- Active treasury management has seen an improved interest received amount (+\$300k) compared to what had been budgeted.
- Expenses are being closely monitored monthly by the Executive team, ensuring that the balance between service delivery and cost effectiveness is undertaken. At this time both payroll and travelling expenses are being deeply reviewed.

FINANCIAL & RESOURCE IMPLICATIONS

Council is mostly operating within 2025/26 budget allocations.

RECOMMENDATION

That Council receive and note the Financial Report for December 2025.

This Month Story

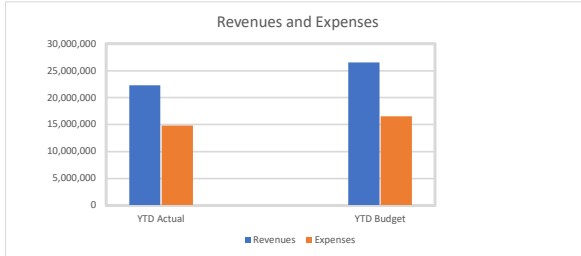
Cashflow was negative as was last year. Council has \$23m invested with Queensland Treasury Corporation, earning interest.
Unrestricted cash holdings decreased. Currently just under three months. Target is four months holdings
AISS Mutual offset completed. Both accounts receivable and payable are at the lowest level for many years
Capital grants are under budget but better than last year

Recording and recouping all revenues must be a focus going forward to maintain our cash position. Still work to be done
The payroll audit has been conducted and is a major focus
2025 Financial statement have been well progressed. Audit in progress. Due for completion in March.
Accounts Receivables decreased by \$1m



Revenues and Expenses

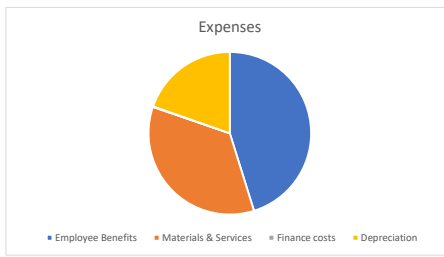
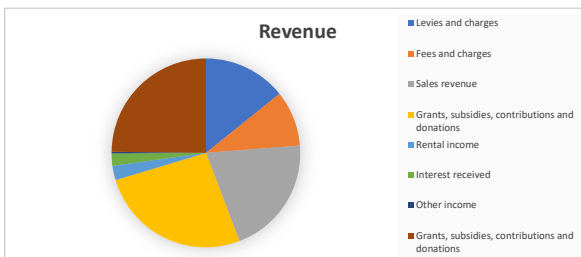
All numbers are year to date up until 31-December-2025



Did we make a profit ?

Where did the Money come from?

Where do we spend our money?



Details in the numbers

Interim Statement of Comprehensive Income Year to date up to		31-December-2025					
Income	Actual \$	Budget \$	Variance \$		Year to Date Last Year \$		
Revenue							
Recurrent Revenue							
Levies and charges	3,179,263	3,215,377	-36,114	X	3,089,624		✓
Fees and charges	2,118,601	2,361,700	-243,099	X	2,627,549		X
Sales revenue	4,563,629	5,736,727	-1,173,098	X	5,218,791		X
Grants, subsidies, contributions and donations	5,830,547	7,738,942	-1,908,395	X	8,928,708		X
Total Recurrent Revenue	15,692,040	19,052,745	-3,360,705	X	19,864,672		X
Rental income	546,990	405,000	141,990	✓	732,849		X
Interest received	471,919	180,000	291,919	✓	248,188		✓
Other income	60,910	0	60,910	✓	90,704		X
Total operating revenue	16,771,859	19,637,745	-2,865,887	X	20,936,413		✓
Capital Income							
Grants, subsidies, contributions and donations	5,536,951	6,912,904	-1,375,953	X	3,631,419		✓
Total capital income	5,536,951	6,912,904	-1,375,953	X	3,631,419		✓
Total income	22,308,810	26,550,649	-4,241,840	X	24,567,832		X
Expenses							
Recurrent Expenses							
Employee Benefits	6,710,682	6,558,224	152,458	-	6,702,287		-
Materials & Services	5,198,395	7,308,248	-2,109,854	✓	7,856,214		✓
Finance costs	14,708	19,200	-4,492	✓	22,002		✓
Depreciation	2,920,735	2,641,874	278,861	X	2,933,600		✓
	14,844,520	16,527,547	-1,683,027	✓	17,514,104		✓
Capital expenses	0	0	0		0		
Total expenses	14,844,520	16,527,547	-1,683,027	✓	17,514,104		✓
Net result	7,464,290	10,023,102	-2,558,813	✓	7,053,728		✓

Details in the numbers

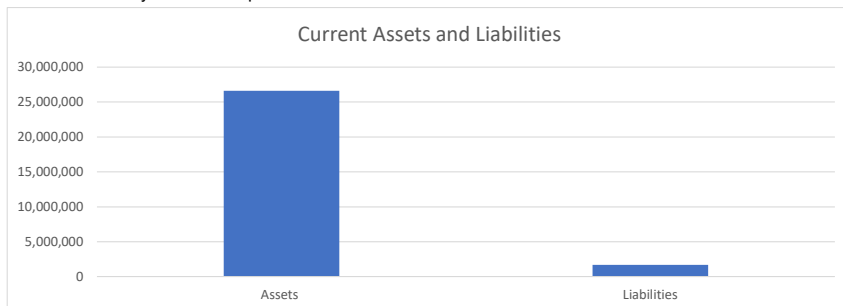


Statement of Financial Position

	31-December-2025 YTD	30-June-2025 Unaudited	30-June-2024	#####	#####
	2026	2025	2024	2023	2022
	\$		\$	\$	\$
Current assets					
Cash and cash equivalents Unrestricted	6,616,566	3,672,132	1,078,595	4,178,129	1,023,954
Cash and cash equivalents Restricted	16,951,343	11,654,846	4,656,687	8,566,408	7,612,193
Receivables	1,447,637	2,764,661	3,893,009	3,783,665	3,375,253
Inventories	1,426,282	1,423,085	1,155,677	1,022,378	563,998
Contract assets	1,067,708	1,055,487	2,558,710	2,059,882	1,046,819
Lease receivable	2,000	275,371	267,079	252,355	235,948
Total current assets	27,511,535	20,845,583	13,609,757	19,862,817	13,858,165
Non-current assets					
Lease receivable	5,663,952	5,663,952	5,653,371	6,127,168	6,964,127
Property, plant and equipment	198,957,176	195,217,283	179,642,405	#####	114,489,387
Total non-current assets	204,621,129	200,881,236	185,295,776	#####	121,453,514
Total assets	232,132,664	221,726,819	198,905,533	#####	135,311,679
Current liabilities					
Payables	3,125,009	4,459,754	8,018,553	4,995,172	3,927,004
Contract liabilities	16,657,751	10,864,956	4,656,687	8,566,408	4,906,589
Provisions	123,354	98,625	90,432	60,860	46,125
Total current liabilities	19,906,113	15,423,335	12,765,672	13,622,439	8,879,718
Non-current liabilities					
Provisions	188,490	1,725,012	1,667,518	1,611,620	1,545,187
Total non-current liabilities	188,490	1,725,012	1,667,518	1,611,620	1,545,187
Total liabilities	20,094,603	17,148,347	14,433,190	15,234,059	10,424,905
Net community assets	212,038,061	204,578,471	184,472,343	#####	124,886,774
Community equity					
Asset revaluation surplus	171,546,301	171,546,301	158,459,155	#####	105,443,563
Retained surplus	40,491,760	33,032,170	26,013,188	23,279,768	19,443,211
Total community equity	212,038,061	204,578,471	184,472,343	#####	124,886,774

Cash Position

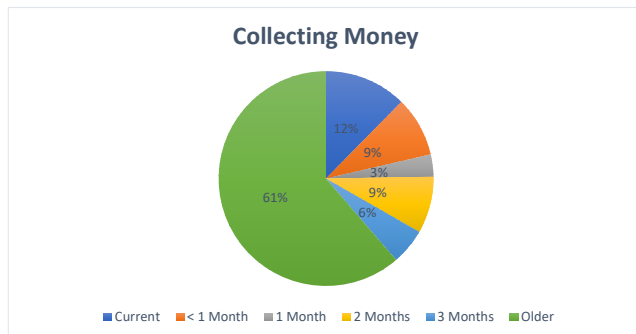
All numbers are year to date up until 31-December-2025



Assets		Liabilities	
Cash at bank Unrestricted	6,879,312	Creditors	848,476
Cash at bank Restricted	16,688,597	GST	45,198
Debtors	3,062,669	PAYG	54,027
	<u>26,630,578</u>	Employee entitlements	733,312
			<u>1,681,013</u>

<u>Receivables</u>						
Current	< 1 Month	1 Month	2 Months	3 Months	Older	Total
338,352.58	248,928.38	90,579.58	234,320.67	148,242.02	1,682,443.27	2,742,866.50
30%	8%	2%	2%	2%	56%	100%

<u>Payables</u>						
Current	< 1 Month	1 Month	2 Months	3 Months	Older	Total
409,285.66	253,457.38	35,101.11	40,733.09	11,696.01	98,202.44	848,475.69
48%	30%	4%	5%	1%	12%	100%



These are the lowest figures for year: Both payable and receivable

Who owes us money (Debtors) But hasn't paid soon enough	Over 90 days	Total	Comments
AISS (Australian Indigenous Security Service Pty Ltd)	16,380	426,060	
Dept of Energy & Public Works - QBuild BASFW2	173,112	224,340	
GRAC (Gulf Regional Aboriginal Corporation)	173,112	224,340	
GUNUNAMANDA LIMITED T/A Gununamanda Store	409,286	439,756	Referred
HC Building and Construction	143,822	141,977	
James Construction Queensland Pty Ltd	505,226	505,226	Referred
N & J Building & Construction	92,191	92,191	
Rex Airlines	174,585	174,586	Administrators appointed 21/
Total of above and others	\$1,682,443	\$2,742,867	

Cashflow

4

All numbers are year to date up until

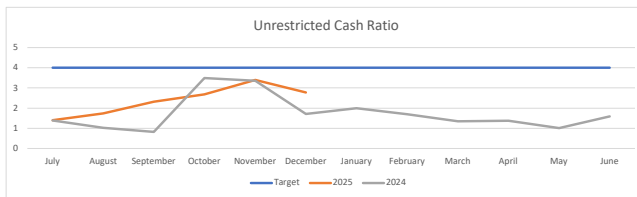
31-December-2025

Account	Jul 2025	Sept 2025	Nov 2025	Dec 2025
Normal Business				
Money in	2,405,480.60	2,664,688.22	3,397,646.31	2,110,221.63
Money Out	(1,824,792.77)	(2,557,929.04)	(1,738,505.80)	(3,858,618.68)
Difference	580,687.83	106,759.18	1,659,140.51	(1,748,397.05)
Capital Grants				
Money in	0.00	1,448,753.00	0.00	1,474,929.17
Money Out	(533,825.62)	(791,907.88)	(785,642.08)	(728,906.39)
Difference	(533,825.62)	656,845.12	(785,642.08)	746,022.78
Other (Super BAS)	4,441,146.52	(893,624.00)	509,014.57	(61,844.84)
	4,441,146.52	(893,624.00)	509,014.57	(61,844.84)
	4,488,008.73	(130,019.70)	1,382,513.00	(1,064,219.11)
Bank				
Start	3,662,639.00	5,103,067.96	6,561,017.69	7,943,530.69
Difference	4,488,008.73	(130,019.70)	1,382,513.00	(1,064,219.11)
End	8,150,647.73	4,973,048.26	7,943,530.69	6,879,311.58

This year

Unrestricted Cash Expense Ratio

Month	Target	Actual
July	4	1.40
August	4	1.74
September	4	2.32
October	4	2.68
November	4	3.40
December	4	2.78
January	4	
February	4	
March	4	
April	4	
May	4	
June	4	



Are we up to date with all the numbers and ticking the boxes

Task	Traffic Light	Due	Due next	Notes
ATO Reporting	✓		21/01/2026	FBT return due in May
Workcover	✓		15/09/2026	
Audit 2025	✓		31/03/2026	Extension of time granted
Grant reporting	✓		11/04/2026	On target
Paying Invoices	✓		Ongoing	Up-to-date and cleaned up
5 Year Plan	✓		Ongoing	
QTC 10 Year forecast	-		Ongoing	Progressing met with the Department and draft has been provided
Policies	-		Over	To be reviewed and adopted
Budget 2027	✓		1/06/2026	
Debt Recovery	-			AISS Mutual offset resolved still more work to be done
Contracts Register \$200k+	✓			Tender has been released in January 2026
Contracts Register All	✗			Resources to be allocated to improve this position

Measures of Financial Sustainability

Operating Surplus Ratio

Target: NA
 Net operating result divided by total operating revenue

10%



Operating Cash Ratio

Target: Greater than 0%

28%



Net operating result add Depreciation Amortisation add Finance Costs divided by total operating revenue

12.2 Capital Projects Office - Masterplan monthly update

Author: Chief Financial Officer

Attachments: 1. CPO reporting to Council Dec 2025 [12.2.1 - 1 page]

PURPOSE (EXECUTIVE SUMMARY)

The Capital Projects Office (CPO) is a new department within Council that focuses purely on the delivery of key capital projects to the community. The purpose of this report is to provide the Mayor and Councillors a view of the works being undertaken (the Master Planning Scheme) and the indicative finish dates for their noting.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Council has previously expressed concerns that open and transparent oversight for capital projects has not been proactively provided.

The proposed program and schedule are subject to:

1. Collective agreement on project priorities, reflecting the Master Planning Scheme and confirmed community needs.
2. Timely development of site surveys to assess site conditions and constraints, supporting program and schedule planning.
3. An agreed contracting strategy and delivery model (including procurement timelines and approval processes).
4. Adequate internal and external resources to complete all stages of the master capital works program (project management, design, approvals, construction & commissioning).
5. The ability of the Council and internal trade teams to carry out early enabling works when needed.
6. Council accommodation availability to support external contractors in delivering projects.
7. Timely decisions by the Council and executives on scope, budget, and risk issues that impact key milestones.
8. Confirmation of funding availability and cash flow to support the staged delivery of the program and to fund any projects that require council contributions.

For a smaller council this is a lot of work, however the team are dedicated to delivery, especially the Social Housing.

The team meets weekly with the Department of Housing to report progress and discuss concerns; other meetings are held frequently with other Department leads to keep them updated on progress on their sites.

During December, we progressed with the Resilience Funding Food Security project – the Barge Fridge/Freezer. Prior to the Christmas, most of the work was complete, with just the concrete for the floor to be installed in January (dependant on wet season closures of roads and barge operations).

Further, 30 Lardil Street was handed over to the tenant. There are still some works to be undertaken to finalise this project, however this will be managed by the Housing team in January 2026.

FINANCIAL & RESOURCE IMPLICATIONS

Most capital projects are operating within assigned budgetary and grant funding parameters for 2025/26.

RECOMMENDATION

That Council receive and note the periodic Capital Projects Office Masterplan overview for December 2025.

CPO PROJECTS

31/12/2025

Project Name	Project stage	Project Timing	Start Date	Completed/ Indicative Finish Date	Comments	
Tech Services Shed	Works Completed	Within Timeframe	9/04/2025	7/11/2025	Further works will be needed for electrical works and ramping into site for vehicles.	
Cool Room Freezer Installations	Works Underway	Unknown Timeframe	1/09/2025	23/01/2025	Works to be completed in January/early February. Awaiting concrete from Townsville. Due to flooding concrete has not arrived.	
Generator Installations	Concept	60+ Days	19/01/2026	15/06/2026	Detailed scope to be completed in January	
30 Lardil Street	Works Underway	30-60 Days	29/08/2025	15/01/2026	Defects being attended to by MSC after the 30th January after terminating contract with James Construction. Tenant already occupying property.	
152 Lardil Street	Works Underway	30-60 Days	10/02/2025	30/01/2026	Defects to be attended to by MSC after termination of contract with James Construction. Defects list being collated. Inspector onsite in early February to confirm.	
Library Rectification Works	Works Underway	30-60 Days	10/02/2025	19/12/2025	Defects being attended to by MSC on behalf of HC Constructions.	
Lot 926 - 4 x Houses	Works Underway	Future	10/02/2025	23/04/2026	Contract awarded for housing. Preliminary works to essential infrastructure has been completed. Work onsite begins in April, wet season dependent.	
Motel Expansion - 4 units	Works Completed	Within Timeframe	10/02/2025	31/05/2026	Contract awarded for units. Site survey for essential infrastructure has occurred and site is currently being cleared. Modular units to site expected in April.	
Seawall & Foreshore Project	Planning	Future	1/09/2025	23/11/2027	Design expected to be finalised by 29/6/2026 after consultation with Council and key stakeholders. This will then go out for tender.	
Plug In 286a Mukakiya St - 3 bed	Planning (F)	Future	19/01/2026	18/12/2026	All Plug In locations are indicative at this time. Dept of Housing have completed their final assessments and have advised Council of the outcome. Council meeting today will confirm the sites. After these addresses are confirmed, the Project team will measure up sites. Exploring options to bring in prebuilt module units built to Dept of Housing specs for faster delivery of the program.	
Plug In 323A Mukakiya St- 3 bed	Planning (F)	Future	19/01/2026	18/12/2026		
Plug in 126B Wengka St- 2 bed	Planning (F)	Future	19/01/2026	18/12/2026		
Plug in 254 Warrdirrkan Street - 4 bed	Planning (F)	Future	19/01/2026	18/12/2026		
Lot 925 Lardil - 3 bed	Planning (F)	Future	19/01/2026	18/12/2026		
Plug in 205 Lardil - 2 Bed	Planning (F)	Future	1/06/2026	25/06/2027		
Plug in 192 Yarrabarkan Street - 2 Bed	Planning (F)	Future	1/06/2026	25/06/2027		
Plug in 9 Lardil St - 2 Bed	Planning (F)	Future	1/06/2026	25/06/2027		
Plug in 16 Lardil St - 2 Bed	Planning (F)	Future	1/06/2026	25/06/2027		
Plug in 103 Wurruku Cres - 2 Bed	Planning (F)	Future	1/06/2026	25/06/2027		
Plug In 5 Addresses to be confirmed - 2 beds	Planning (F)	Future	1/06/2026	25/06/2027		
Tavern Kitchen upgrade	Planning	60+ Days	10/02/2025	23/10/2026		Progressing to review of design. It is now designing to the new funding amount value.
Water Treatment Plant	Planning (F)	Within Timeframe	31/07/2025	13/10/2026		First week of December design discussion were underway with the Department. Final design to be decided.
Council Building upgrades (Tech Services/Bakery)	Concept	Unknown Timeframe	16/02/2026	16/09/2027		Prioritisation of other projects (social housing) have put this project behind schedule and will be revisited in the new year
Lot 911 Lardil - 13 Dwellings	Planning (F)	Future	1/02/2027	1/12/2028		Future project that will be moved to as soon as resourcing available. Built Form Design work must be completed prior to this site being progressed to final design.
Lot 9 Cemetary Road - Staff Housing	Planning (F)	Future	1/07/2026	26/06/2029	Future project that will be moved to as soon as resourcing available. DA being finalised before proceeding.	

12.3 Social Housing Program - Selection of five sites for plug-ins

Author: Chief Financial Officer

Attachments: Nil

PURPOSE (EXECUTIVE SUMMARY)

Council has an agreement with the Department of Housing to deliver a program of housing to the community over the next five years.

A part of the agreement requires Council to nominate addresses for receive plug-in extension buildings. Elected Members are required to nominate and prioritise five (5) additional properties.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Council has previously committed to the Department of Housing funding agreement that will see the delivery of housing in the Community. Council is responsible under this agreement to advise to the Department of Housing, selection of housing to be developed, based on local knowledge and inputs.

One program of work, Social Housing Accelerator Payment, includes the delivery of plug-in accommodation for five previously unnamed sites. For the Capital Project Office to move forward with designs and plans, we are needing the Council to decide on the final five sites to receive plug ins.

Prior to Christmas, the Department of Housing team sent a representative to identify addresses where there was need for such accommodation. The Council needs to decide on five (5) of these sites as the final selection for this round of the Housing grant funding.

The original list from the Department is provided below:

Program	Street Address	Suburb Town	RPD	Project Yield	Program	Output Type
Social Housing Accelerator Payment	103 Wurrurku Cres	Mornington Island	137 SP270889	1 x 2B EXT	Social Housing Accelerator Payment - Extension	Extension
Social Housing Accelerator Payment	16 Lardil Street	Mornington Island	49SP270889	2 x 2B EXT	Social Housing Accelerator Payment - Extension	Extension
Social Housing Accelerator Payment	9 Lardil Street	Mornington Island	42 SP270889	3 x 2B EXT	Social Housing Accelerator Payment - Extension	Extension
Social Housing Accelerator Payment	Sites to be Confirmed	Mornington Island	TBC	5 x 2B EXT	Social Housing Accelerator Payment - Extension	Extension

The five (5) sites to be confirmed are to be selected from the following list. Eight (8) potential sites have been advised due to overcrowding at each location to assist with the decision of Council.

Potential Sites for Plug Ins
19 Lardil Street
137 Lardil Street
251 Lardil Street
315 Lardil Street
16 Lardil Street
37 Lardil Street
327 Mukakiya St
318B Wangi Close
Total 8

FINANCIAL & RESOURCE IMPLICATIONS

There are no financial implications to this decision.

RECOMMENDATION

That Council nominates and prioritises five (5) addresses for construction of plug-in buildings, upholding Social Housing Accelerator Payment program requirements.

13 GOVERNANCE**13.1 Delegations Register - Update**

Author: Director Corporate & Community

Attachments: Nil

PURPOSE (EXECUTIVE SUMMARY)

The intention of this report is to ensure that Council is compliant with the Local Government Act regarding delegations registers.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Pursuant to section 260 of the Local Government Act 2009 (Qld) (LGA), the Chief Executive Officer must establish a register of delegations that contains the particulars prescribed under regulation. Those particulars are in the document attached.

Council may, by resolution, delegate a power under the LGA or another Act, to:

- (a) The mayor
- (b) The Chief Executive Officer
- (c) A standing committee, or joint standing committee, of the Council
- (d) The chairperson of a standing committee, or joint standing committee, of the Council
- (e) Another local government, for the purposes of a joint government activity.

To ensure compliant Council executive team activities whilst undertaking administration of statutory responsibilities, the delegations register details responsibilities formally made by Council to the Chief Executive Officer.

The delegations pursuant to this *Delegations Register – Council to CEO*, are conditional upon continual fulfilment of Guiding Principles set out within the document.

The Delegations Register should be reviewed annually by Council.

FINANCIAL & RESOURCE IMPLICATIONS

Delegations are undertaken in accordance with the adopted operating budget and grant funded programs for the respective period, in this instance, 2025/26.

RECOMMENDATION

That pursuant to sections 257 and 260 of the Local Government Act 2009 (Qld), Council resolves to adopt the updated *Delegations register – Council to CEO*, as presented.

13.2 Inquiry - Local Government funding and fiscal sustainability**Author:** Director Corporate & Community**Attachments:** 1. Letter - Inquiry - local government funding and fiscal sustainability [13.2.1 - 1 page]**PURPOSE (EXECUTIVE SUMMARY)**

The purpose of this report is to advise Elected Members of correspondence sent to Mayor Richard Sewter from the Honorary Kristy McBain MP, Australian Government Minister for Emergency Management, Minister for Regional Development, Local Government and Territories dated 21 November 2025. The letter provided information about a new inquiry into Local Government funding and fiscal sustainability.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Minister Kristy McBain formally advised that on 4 November 2025 she referred the matter of local government funding and fiscal sustainability to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport.

Her referral allows the Committee to build on the previous inquiry into local government sustainability which lapsed with the Federal election in May 2025.

The Standing Committee has announced that a new inquiry related to Local Government funding and fiscal responsibility will be conducted.

The minister advised that, "The Terms of Reference for this Inquiry have a sharper focus on the financial sustainability of local governments, including the interactions between levels of governments, funding sources and the impact and effectiveness of those sources".

The minister also confirmed that written submissions can be provided to the Inquiry until 3 February 2026.

FINANCIAL & RESOURCE IMPLICATIONS

Correspondence from Minister Kristy McBain MP does not result in any impact related to Council's 2025/26 operational budgets.

RECOMMENDATION

That Council receive and note the letter from Minister Kristy McBain MP related to the Inquiry into Local Government funding and fiscal sustainability dated 21 November 2025 and that a letter be sent from the mayor's office commending the inquiry, highlighting the ongoing importance of Financial Assistance Grants and supplementary operational funding for First Nations communities, particularly communities without conventional rates incomes.

OFFICIAL

**The Hon Kristy McBain MP**

Minister for Emergency Management
Minister for Regional Development, Local Government and Territories
Member for Eden-Monaro

Dear Mayor

I am pleased to advise that on 4 November 2025, I referred the matter of local government funding and fiscal sustainability to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport (the Committee). My referral allows the Committee to build on the previous inquiry into local government sustainability which lapsed with the Federal election in May 2025.

I am delighted that the Committee has announced that it will continue this important work through the new inquiry into Local Government Funding and Fiscal Sustainability (the Inquiry). The Terms of Reference (TOR) for this Inquiry have a sharper focus on the financial sustainability of local governments, including the interactions between levels of governments, funding sources and the impact and effectiveness of those sources.

The Committee will consider evidence already presented from the previous inquiry, but is also calling for additional or updated submissions to explore these new areas of focus. While there is no need to resubmit any previous submissions, I encourage anyone who may have more to add to the Inquiry given its revised terms of reference to consider making a submission. Written submissions may be provided to the Inquiry until **3 February 2026**.

For the TOR and more information regarding the Inquiry, including how to make a submission, please visit the Parliament of Australia website at: www.aph.gov.au/Parliamentary_Business/Committees/House/Regional_Development_Infrastructure_and_Transport/LocalGovernmentFunding. Any questions relating to written submissions process should be directed to the Committee Secretariat at: rdit.reps@aph.gov.au.

I look forward to receiving the Committee's final report and recommendations and continuing to deliver on the Government's commitment to supporting a strong and sustainable local government sector.

Yours sincerely

Kristy McBain MP

21 /11/2025

Parliament House, Canberra ACT 2600 Tel: 02 6277 7060 | Email: minister.mcbain@mo.regional.gov.au
Electorate Offices: PO Box 214, Queanbeyan NSW 2620 Tel: 02 6284 2442 | PO Box 1233, Bega NSW 2550 Tel: 02 6492 0542

OFFICIAL

1

13.3 Corporate Plan 2026 - 2031

Author: Director Corporate & Community

Attachments: 1. Corporate Plan 2026-2031 web [13.3.1 - 54 pages]

PURPOSE (EXECUTIVE SUMMARY)

The purpose of this report is to provide Elected Members with a revised Corporate Plan 2026 – 2031 for awareness and familiarity and potential adoption.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Queensland Local Government Regulation (Clause 166) prescribes corporate planning requirements.

A local government's five (5) year corporate plan must:

- (a) outline the strategic direction of the local government;
- (b) state the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area;
- (c) include the following information for each commercial business unit -
 - (i) an outline of the objectives of the commercial business unit;
 - (ii) an outline of the nature and extent of the significant business activity the commercial business unit will conduct.

A Corporate Plan is tabled for Elected Member awareness and familiarity.

The draft Corporate Plan was tabled in August 2025, and a workshopping session occurred in September 2025.

Now all mandatory components, Council aspirations and enterprises have been comprehensively included in the Corporate Plan.

FINANCIAL & RESOURCE IMPLICATIONS

Rollout of the Corporate Plan components will be in keeping with Council's endorsed operating budgets and grant funded programs.

RECOMMENDATION

That Council adopt the Corporate Plan 2026 – 2031 and review the Corporate Plan annually.

CORPORATE PLAN

2026 - 2031



MORNINGTON
SHIRE COUNCIL



**Strong Culture.
Sustainable Future.**



07 4745 7800



info@mornington.qld.gov.au



mornington.qld.gov.au



1 Mission Road, Gununa QLD 4892



**MORNINGTON
SHIRE COUNCIL**

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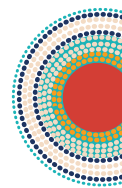
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Acknowledgement of Country

We acknowledge the Traditional Owners of the land on which we operate, the Lardil people of Mornington Island and pay our respects to Elders past and present. We also acknowledge the Kaiadilt, Yangkaal, Waanyi, Gangalidda and Garrawa people who share these homelands.



FOREWORD

Mornington Shire Council's 2026–2031 Corporate Plan sets a clear and confident direction for the next five years, guided by the aspirations of our community and our responsibility to deliver strong, accountable local government services.

Our council and Gununa, Mornington Island are unique - defined by rich cultural heritage, a resilient community, as well as a deep connection with land and sea. This plan reflects the voices of our residents, Traditional Owners, businesses and community organisations who shared their priorities for the future during extensive consultation. It articulates what matters most to our people and how Council will work in partnership to deliver lasting social, cultural, environmental and economic benefits.

As an elected Council, we recognise the importance of good governance, sound financial management and transparency in every decision we make. This plan commits us to delivering services and infrastructure that are responsive, sustainable and equitable, while strengthening trust and accountability between Council and the community we serve.

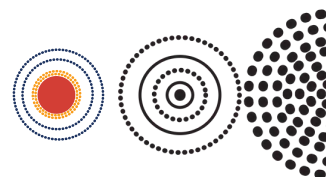
The 2026–2031 period will present both opportunities and challenges. Population growth, climate impacts, cost-of-living pressures and infrastructure demands require thoughtful planning and decisive leadership. This corporate plan provides the framework to respond to these pressures with clarity and purpose—prioritising community wellbeing, protecting our environment, supporting economic participation, and investing in the future of our towns and homelands.

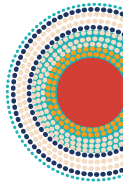
Council is working to continue a construction program with Commonwealth and Queensland Government funding for additional community housing; obtain funding for a splash park water play facility; refurbish the oval playing surface, complete the tavern refurbishment; and improve carriage limit provisions, as well as gravel roads out bush. This is in addition to routine Council service provision related to, for example, rubbish collection and waste management, as well as workshop and fuel services, as well as community services programming including the Youth Hub and Goobalathaldin Knowledge Centre.

Importantly, this plan is not static. It will be reviewed regularly to ensure it remains aligned with community expectations, legislative requirements and emerging issues. Through ongoing engagement and performance monitoring, Council will report transparently on progress and outcomes.

We thank everyone who contributed their time, knowledge and perspectives to help shape this plan. Together, we look forward to working with our community to turn this shared vision into action and to build a stronger, more resilient Mornington Shire for current and future generations.

Mayor Richard Sewter and Councilors





1. INTRODUCTION & CONTEXT

This Corporate Plan sets the five-year strategic direction for Mornington Shire Council, guiding decisions, budgets and services to support a strong, safe and thriving community.

Legislative framework

Prepared in accordance with the Local Government Act 2009 (Qld) and Local Government Regulation 2012, including the requirement to adopt a five-year corporate plan, with performance indicators and alignment to the annual budget and operational plan.



2. COMMUNITY, CULTURE & COUNTRY

The township of Gununa located on Mornington Island is the only remaining community on the Wellesley Islands. Culture, as well as strong connection to land and sea guide our decisions and programs.

Mornington Shire incorporates twenty-two islands of the Wellesley Group in the Gulf of Carpentaria. The Wellesley Islands are remnants of the mainland now submerged by the syncline that formed the Gulf of Carpentaria and are essentially flat platforms with little relief. There are substantial areas of intertidal flats and fringing reefs associated with most Islands.

Mornington Island is the largest island in the group covering an area of 700 square kilometres, is located 16°30' south and 139°30' east in the Gulf of Carpentaria, about 125kms north-west of Burketown, 200kms west of Karumba and 444kms from Mt Isa. The Shire has an area of 1,248.4 sq.kms.

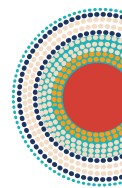
Gununa (a Lardil people word), which was founded in 1914, is the primary residence of majority of the Shire's population. Public utilities in Gununa are well developed with reticulated power, water, sewerage and storm water drainage. Town streets are bitumen-sealed. The aerodrome is of an all weather standard and Regional Express Airlines services the Island from Mt Isa and Cairns Monday to Friday. Council operates the barge shed and works with Carpentaria Freight, which operates the barges service from Karumba.

Population: ~1,025 residents; 80% First Nations community members

Challenges: Housing shortages, service access, infrastructure maintenance

Opportunities: Cultural tourism, Indigenous enterprise, youth engagement





3. VISION, MISSION, VALUES & GUIDING PRINCIPLES

VISION

A proud, resilient community where culture thrives and services support wellbeing.

This vision reflects the strength, cultural identity and resilience of our community. Culture is the foundation of wellbeing, and Council's role is to deliver services that support healthy people, strong families, and a sustainable future.

MISSION

Delivery of inclusive, sustainable services that reflect the values and aspirations of our First Nations people.

We deliver culturally safe, accessible services shaped by community voice. Through partnerships and strong governance, we meet local needs while supporting self-determination, improved wellbeing and long-term sustainability.

VALUES

Respect for Traditional Owners and cultural heritage: We honour Elders, respect cultural authority and protect the lands, seas and heritage that sustain our identity.

Community-led decision making: We listen to our people and ensure decisions reflect local voices, lived experience and cultural knowledge.

Transparency and accountability: We act with integrity, communicate openly and responsibly manage public resources and services.

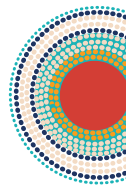
Sustainability and resilience: We plan for the long term by strengthening services, infrastructure, workforce capability and the environment.

GUIDING PRINCIPLES

- Cultural safety guides all Council planning, governance and service delivery.
- Evidence, local knowledge and community engagement inform decisions.
- Prudent financial management supports sustainable service delivery.
- Strong partnerships improve outcomes for community.
- Intergenerational responsibility underpins planning for people and country.



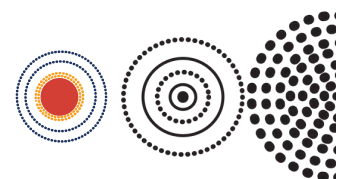




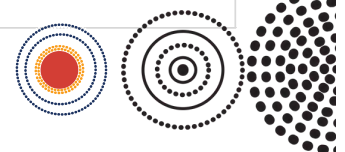
4. STRATEGIC PRIORITIES

Each Strategic Priority is aligned to Council’s values. The table below sets out outcomes and Mornington Island specific targets that will be operationalised through the Annual Operational Plan and quarterly reporting.

Strategic Priority	Outcomes & Mornington Island Targets	Aligned Values
<p>Strong Culture, Community and Identity</p>	<p>≥4 events to support and celebrate local culture per year</p> <p>≥ 100% of Council decisions involving culture occur with prior Mirndiyan Gununa Aboriginal Corporation consultation and engagement</p> <p>≥100% of staff and contractors complete cultural awareness training</p>	<p>Respect for Traditional Owners and cultural heritage</p> <p>Community-led decision making</p>
<p>Good Governance and Community Engagement</p>	<p>≥95% of meeting summaries published within 7 days</p> <p>≥8 community engagement activities per year (incl. Elders, youth, women, men and stakeholder groups)</p> <p>≥75% community satisfaction with Council transparency by 2031</p>	<p>Transparency and accountability</p> <p>Community-led decision making</p>



Strategic Priority	Outcomes & Mornington Island Targets	Aligned Values
<p>Safe, Healthy and Inclusive Communities</p>	<p>≥ 6 active partnerships across health, education and community</p> <p>≥ 45% of residents participate in Council-supported recreation programs</p> <p>≥ 90% of community facilities meet condition standards</p> <p>Active participation at Community Safety Committee meetings</p> <p>Delivery of Environmental Health program</p> <p>Delivery of quarterly Animal Management veterinary service</p>	<p>Sustainability and resilience</p> <p>Respect for Traditional Owners and cultural heritage</p>
<p>Housing, Essential Services and Liveability</p>	<p>Ongoing rollout of community housing with a range of sizes and bedrooms for different local families</p> <p>Funding and rollout of a community splash park facility</p> <p>≥ 99% drinking water compliance by 2028; 100% by 2031</p> <p>0 boil-water alerts post water-plant commissioning (mid-2026 onward)</p> <p>≥ 95% of planned asset maintenance completed annually</p> <p>Waste management facility improvements</p> <p>Gravel roads grading and causeway installation works program</p>	<p>Sustainability and resilience</p> <p>Transparency and accountability</p>



Strategic Priority	Outcomes & Mornington Island Targets	Aligned Values
<p>Economic Development and Jobs</p>	<ul style="list-style-type: none"> ≥ 60% of Council workforce are local residents ≥ 14 traineeships/ apprenticeships supported annually Promotion of Indigenous business development Development of professional mentoring and support programs Increase employment participation rates 	<ul style="list-style-type: none"> Community-led decision making Sustainability and resilience
<p>Caring for Country and Environment</p>	<ul style="list-style-type: none"> ≥ 4 Traditional owner-led caring for country projects per year ≥ 1 disaster preparedness exercise annually ≥ 18% waste diversion rate by 2029 	<ul style="list-style-type: none"> Respect for Traditional Owners and cultural heritage Sustainability and resilience
<p>Strong Organisation and Workforce</p>	<ul style="list-style-type: none"> ≥ 78% staff retention by 2029 ≥ 10 training hours per FTE annually 100% on-time statutory reporting and audits Rollout of portfolio strategy and ongoing support for Elected Members to undertake strategic planning and decision-making 	<ul style="list-style-type: none"> Transparency and accountability Sustainability and resilience





STRONG CULTURE, COMMUNITY & IDENTITY

Objectives

- Strengthen and protect the practice and recognition of Lardil, Kaiadilt, Yangkaal, Waanyi, Gangalidda and Garrawa culture across community life and Council operations.
- Ensure Elders, Traditional Owners and cultural leaders actively guide decisions that affect culture, people and Country.

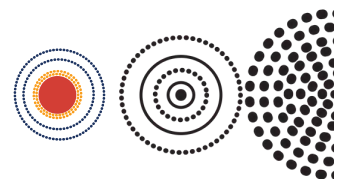
Key Strategies

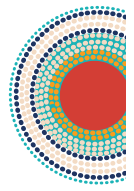
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 4 events to support and celebrate local culture per year
- ≥ 100% of Council decisions involving culture occur with prior Mirndiyan Gununa Aboriginal Corporation consultation and engagement
- ≥ 95% of staff and contractors complete cultural awareness training

Aligned Values: *Respect for Traditional Owners and cultural heritage, Community-led decision making*





GOOD GOVERNANCE & COMMUNITY ENGAGEMENT

Objectives

- Maintain open, ethical and culturally appropriate governance that builds trust and accountability between Council and community.
- Increase meaningful community involvement in Council decision-making through accessible, culturally safe engagement approaches.

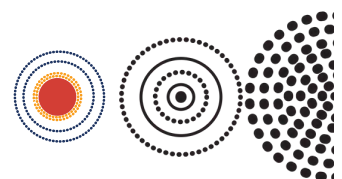
Key Strategies

- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 95% of meeting summaries published within 7 business days
- ≥8 community engagement activities per year (incl. Elders, youth, women, men and families)
- ≥75% community satisfaction with Council transparency by 2031

Aligned Values: *Transparency and accountability, Community-led decision making*





SAFE, HEALTHY & INCLUSIVE COMMUNITIES

Objectives

- Support the social, emotional and physical wellbeing of community members through inclusive programs, safe spaces and partnerships.
- Ensure community facilities, services and programs are safe, culturally appropriate and accessible for all ages and abilities.

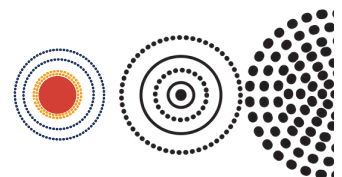
Key Strategies

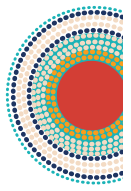
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 6 active partnerships across health, education and community
- ≥ 45% of residents participate in Council-supported programs
- ≥ 90% of community facilities meet condition standards

Aligned Values: Sustainability and resilience, Respect for Traditional Owners and cultural heritage





HOUSING, ESSENTIAL SERVICES & LIVEABILITY

Objectives

- Improve access to safe housing and reliable essential services that support health, dignity and quality of life.
- Strengthen long-term planning, maintenance and investment in infrastructure to support community growth and resilience.

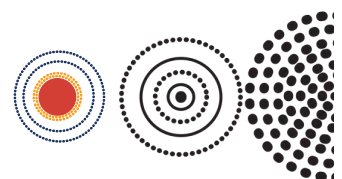
Key Strategies

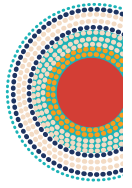
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 99% drinking water compliance by 2028; 100% by 2031
- 0 boil-water alerts post water-plant commissioning (mid-2026 onward)
- ≥ 95% of planned asset maintenance completed annually

Aligned Values: Sustainability and resilience, Transparency and accountability





ECONOMIC DEVELOPMENT & JOBS

Objectives

- Increase local employment, training and enterprise opportunities for Mornington Island residents.
- Support sustainable economic activities that align with community aspirations, cultural values and long-term viability.

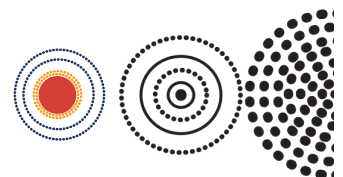
Key Strategies

- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 60% of Council workforce are local residents
- ≥ 14 traineeships/apprenticeships supported annually

Aligned Values: *Community-led decision making, Sustainability and resilience*





CARING FOR COUNTRY & ENVIRONMENT

Objectives

- Support Traditional Owner-led stewardship of land and sea Country in alignment with cultural responsibilities and environmental protection.
- Improve environmental sustainability and climate resilience across Council operations and community infrastructure.

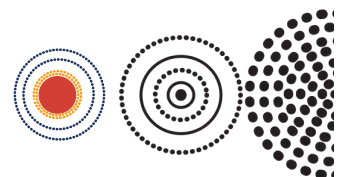
Key Strategies

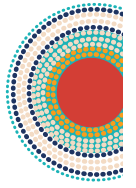
- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

Measures

- ≥ 8 Traditional Owner-led Caring for Country projects per year
- ≥ 1 disaster preparedness exercise annually
- ≥ 18% waste diversion rate by 2029

Aligned Values: *Respect for Traditional Owners and cultural heritage, sustainability and resilience*





STRONG ORGANISATION & WORKFORCE

Objectives

- Build a capable, culturally strong and stable workforce that reflects community values and delivers quality services.
- Ensure Council's systems, governance and financial management support long-term organisational sustainability.

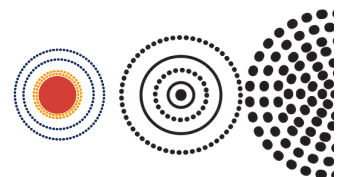
Key Strategies

- Co-design with community and partners; embed cultural safety and evidence-based planning
- Stage delivery to budget and risk; report progress quarterly

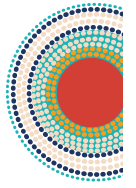
Measures

- ≥ 78% staff retention by 2029
- ≥ 10 training hours per FTE annually
- 100% on-time statutory reporting and audits

Aligned Values: *Transparency and accountability, Sustainability and resilience.*







5. IMPLEMENTATION & ALIGNMENT

This Corporate Plan drives the annual operational plan and budget. Long-term financial forecast and Asset management plans align lifecycle costs and risk-based priorities.







6. BUSINESS ENTERPRISES

Mornington Shire Council is an extremely remote and isolated local government entity. As such, Council conducts some business enterprises. The Queensland Local Government Regulation 2012, Clause 166(c), mandates that objectives of commercial business units, as well as the nature and extent of the business activity must be set out in formal Corporate Plans.

AIRPORT SERVICES

Airport services are a critical component of service delivery for Mornington Shire, supporting connectivity, safety, economic participation and overall liveability. As a remote local government area with significant distances between communities and no alternative transport options, reliable air services are essential for residents, businesses and service providers.

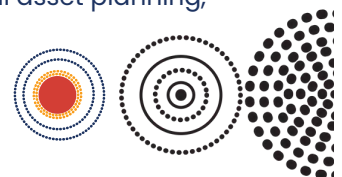
Council-owned and operated airport provide the primary gateway into and out of Gununa, Mornington Island for regular passenger transport, charter operations and essential freight. These services enable residents to access health care, education, government services, as well as cultural and family connections, whilst also supporting local businesses, tourism and workforce mobility.

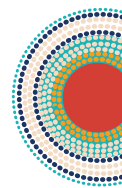
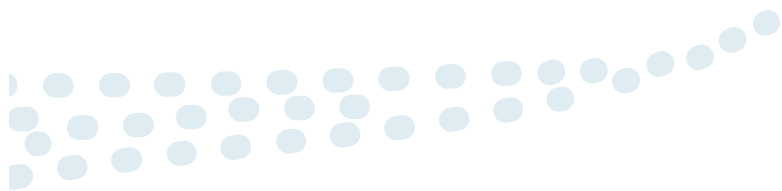
Airport infrastructure is also fundamental to community safety and emergency response. Aeromedical evacuations, disaster management, policing, biosecurity and fire response operations rely on safe, compliant and consistently maintained airport facilities. The ability to support after-hours and seasonal operations is particularly important in the context of severe weather events and medical emergencies.

The delivery of airport services in Mornington Shire presents distinct challenges. Low passenger volumes, long supply chains, exposure to extreme climatic conditions and high maintenance costs place ongoing pressure on Council resources. Revenue from airport operations is limited and does not fully offset operating and compliance costs, resulting in a reliance on operational subsidies and external funding support.

Council holds responsibility for meeting aviation safety and regulatory requirements, including compliance with Civil Aviation Safety Authority (CASA) standards. This includes runway and pavement maintenance, lighting systems, safety management systems, wildlife hazard management and coordination with airlines and aviation service providers. These responsibilities require specialised capability and careful asset planning, in a resource-constrained environment.

cont.





Ensuring the ongoing functionality and safety of Council's airport requires a strategic, long-term approach. Council prioritises asset management planning, risk mitigation and service sustainability to ensure airport infrastructure remains fit for purpose and responsive to both current and future community needs. Partnerships with state and federal governments are essential to securing grant funding for capital works, safety upgrades and resilience improvements.

Through the continued provision and stewardship of airport services, Mornington Shire Council supports strong community connections, improved health and safety outcomes, and economic resilience. The airport is a key enabler of effective service delivery for our remote community.

Council's objective is to ensure that Air T (purchaser of Rex Airlines) continues to provide an affordable, reliable and regular commercial passenger service for Mornington Island, at least five days a week. It is also Council's overarching objective to ensure that Queensland Government subsidised Local Fares flights continue for community members, indefinitely.

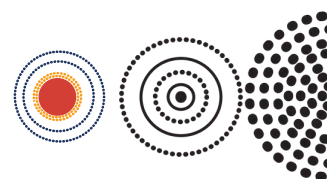
Service Objective 1

Provide safe, compliant and reliable airport operations

Ensure all airport infrastructure and operations meet aviation safety standards and are available to support regular passenger, emergency and charter services.

Key Performance Indicators:

- Regulatory compliance:
 - 100% compliance with applicable Civil Aviation Safety Authority (CASA) regulatory requirements and standards.
- Runway and infrastructure availability:
 - Runways available for scheduled services ≥ 98% of operational time, excluding extreme weather events.
- Safety incidents:
 - Zero preventable aviation safety incidents attributable to Council-managed infrastructure or processes.
- Safety management system:
 - Annual review and update of Airport Safety Management System completed on schedule.





Service Objective 2

Support community access, health and emergency response

Maintain airport capability to support aeromedical, emergency and essential service operations when required.

Key Performance Indicators:

- Aeromedical access:
 - Airports capable of supporting aeromedical flights 24/7, subject to weather and operational constraints.
- Emergency readiness:
 - Emergency response plans reviewed and tested at least once per year.
- After-hours activation:
 - Response time to after-hours emergency flight requests meets agreed service standards.

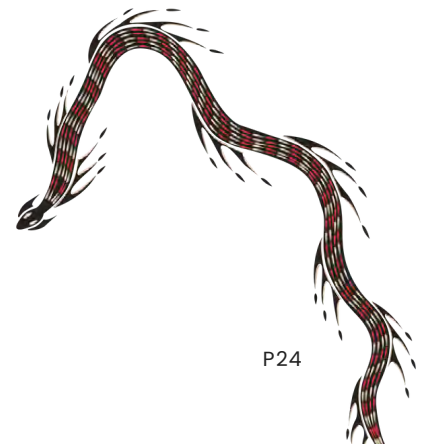
Service Objective 3

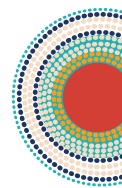
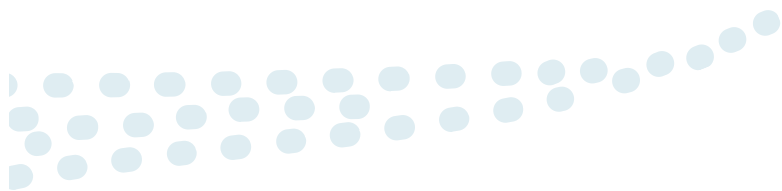
Maintain airport infrastructure to a fit-for-purpose standard

Ensure airport assets are maintained in line with service demand, risk profile and available resources.

Key Performance Indicators:

- Planned maintenance delivery:
 - ≥ 90% of planned airport maintenance activities delivered annually.
- Asset inspections:
 - Airside and critical infrastructure inspections undertaken in accordance with legislated and operational schedules.
- Critical defects:
 - All critical defects addressed within defined risk-based timeframes.





Service Objective 4

Ensure financial sustainability and responsible resource management

Deliver airport services in a financially responsible manner, recognising limited commercial revenue in a remote context

Key Performance Indicators:

- Budget management:
 - Airport operating expenditure maintained within approved annual budget.
- Cost recovery:
 - Transparent monitoring of airport operating costs and revenue, reported annually.
- External funding:
 - Submission of funding or grant applications for eligible airport capital or safety projects each year.
- Grant success rate:
 - Percentage of capital projects delivered with external funding support.

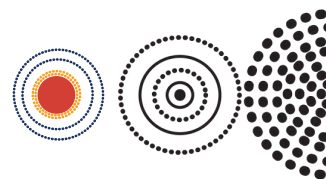
Service Objective 5

Engage and collaborate with aviation and service stakeholders

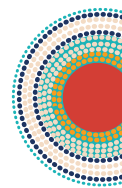
Work constructively with airlines, regulators, emergency services and funding agencies to support sustainable airport operations.

Key Performance Indicators:

- Airline engagement:
 - Regular engagement meetings held with airline operators at least annually.
- Regulator relationships:
 - No unresolved compliance issues raised by CASA or other aviation authorities.
- Stakeholder satisfaction:
 - Positive feedback from key aviation and emergency service stakeholders regarding airport operations and responsiveness.







Service Objective 6

Plan for future service needs and climate resilience

Ensure airport services are resilient to climate impacts and changing community needs.

Key Performance Indicators:

- Long-term planning:
 - Airport asset management plans reviewed and updated in line with Corporate Plan cycles.
- Climate resilience:
 - Identification and prioritisation of climate-related risks to airport infrastructure.
- Capital planning:
 - Forward capital works program maintained for airport safety and resilience upgrades.

HOSPITALITY & ACCOMMODATION SERVICES

Council provides tavern services with alcohol and meals, event management and catering, as well as airport café services, operates a commercial bakery, as well as short term accommodation at the motel and Visitor Accommodation Centre.

ALCOHOL & MEAL SALES (LICENSED PREMISES / BAR & BISTRO)

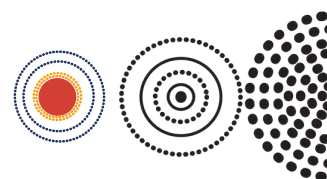
Service Objective 1 – Compliant and Responsible Service

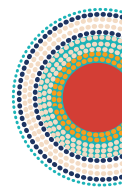
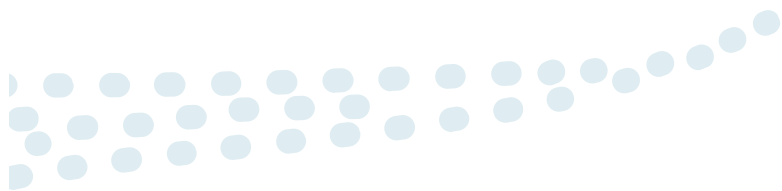
Operate a fully compliant, safe and culturally respectful licensed venue.

KPIs

- Liquor licensing compliance: 100% compliance; zero infringements or enforcement actions (quarterly).
- RSA certification: 100% of on-shift staff hold current RSA; evidence verified monthly.
- Incident reporting: All incidents logged within 24 hours; trend report produced quarterly.

Data sources: Incident register, training records, licensing audits.





Service Objective 2 – Consistent Quality & Customer Experience

Deliver safe, high-quality meals and service that reflect community expectations and cultural context.

KPIs

- Food safety compliance: 100% compliance; zero critical non-conformances in audits.
- Customer satisfaction (bar/bistro): ≥ 85% positive ratings (comment cards/QR survey); response rate ≥ 10% of patrons per quarter.
- Meal delivery time: ≥ 90% of meals served within 20 minutes during standard service, 30 minutes during peak.

Data sources: Food safety audits, POS-linked surveys, service logs.

Service Objective 3 – Financial Performance & Efficiency

Balance community access with cost-effective operations.

KPIs

- Gross profit margin (kitchen): 60–65% average – quarterly.
- Labour cost ratio: ≤ 30% of sales (bar); ≤ 35% of sales (kitchen) – quarterly.
- Stock variance/shrinkage: ≤ 1.5% by value per stocktake; variance investigated within 5 working days.

Data sources: POS, inventory/stocktake sheets, payroll.

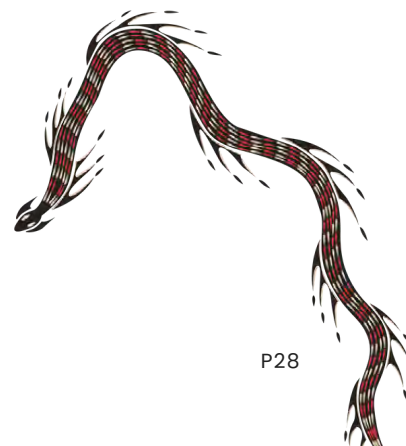
Service Objective 4 – Responsible Community Outcomes

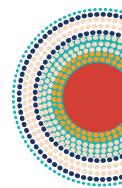
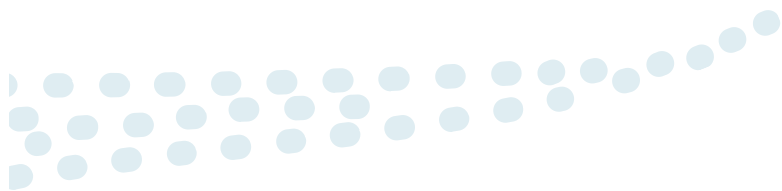
Support harm minimisation and community standards.

KPIs

- Refusal of service procedure compliance: 100% of refusals recorded; monthly review and staff debrief held.
- Patron harm indicators: Downward trend in ejections/refusals over 12 months (contextualised by footfall).

Data sources: Incident/refusal register, staff meetings log.





EVENT MANAGEMENT & CATERING

Service Objective 1 – Safe and Well-Delivered Events

Plan and deliver events that are safe, compliant, and valued by community and partners.

KPIs

- Event safety compliance: 100% approved Event Plans, risk assessments, and permits obtained pre-event.
- Post-event debrief: Completed within 10 business days with action items logged; 100% compliance.
- Critical incidents: Zero preventable incidents attributable to Council processes.

Data sources: Event files, WHS records, debrief templates.

Service Objective 2 – Quality & Stakeholder Satisfaction

Meet client expectations for Council-run and third-party supported events.

KPIs

- Client satisfaction (catering/events): $\geq 85\%$ positive
- On-time delivery: $\geq 95\%$ of event milestones (bump-in/out, service times) achieved.

Data sources: Post-event surveys, run sheets.

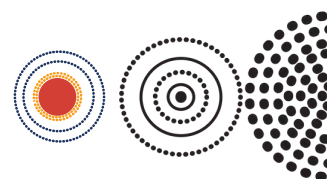
Service Objective 3 – Cost Recovery & Value

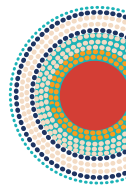
Ensure financial transparency and sustainable service levels.

KPIs

- Cost recovery rate: $\geq 80\text{--}100\%$ (community events) and $\geq 100\%$ (commercial events/catering), per policy.
- Budget variance: $\leq \pm 5\%$ per event/project.
- Sponsorship/grants: Minimum 1–2 successful applications per year for signature events.

Data sources: Event budgets, GL reports, grants register.





CAFE SERVICES

Service Objective 1 – Safe Food & Consistent Service

Operate a welcoming café with reliable quality.

KPIs

- Food safety compliance: 100% compliance; zero critical non-conformances.
- Service time: ≥ 90% of coffee orders < 6 minutes; ≥ 90% of food orders < 15 minutes.
- Customer satisfaction: ≥ 85% positive ratings (QR survey / short form).

Data sources: Food safety audits, time checks, survey data.

Service Objective 2 – Commercial Discipline in a Remote Context

Maintain sustainable operations while supporting community access.

KPIs

- Gross profit margin: 60–65% (food) – quarterly.
- Waste ratio: ≤ 5% by value (weekly measurement; trend quarterly).
- Labour cost ratio: ≤ 35% of sales (rolling quarter).

Data sources: POS, wastage logs, payroll.

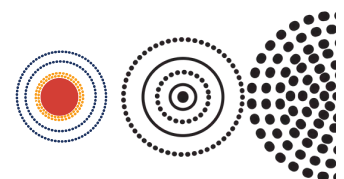
Service Objective 3 – Community Access & Healthy Choices

Offer accessible and healthy options, mindful of cultural considerations.

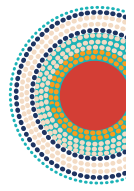
KPIs

- Healthy options availability: ≥ 30% of menu items meet “healthy” criteria (locally defined policy).
- Price accessibility: Concessional pricing available per policy; annual review completed.

Data sources: Menu analysis, pricing policy reviews.







COMMERCIAL BAKERY

Service Objective 1 – Food Safety & Quality Assurance

Consistently produce safe, high-quality baked goods.

KPIs

- Food safety compliance: 100% compliance; zero critical issues.
- Batch quality pass rate: ≥ 98% pass against spec (weight, texture, bake colour).
- Product recall readiness: Annual mock recall completed within target timelines.

Data sources: QA logs, batch sheets, recall drill records.

Service Objective 2 – Production Efficiency & Yield

Maximise throughput and minimise waste given remote supply chains.

KPIs

- Yield variance: ≤ 2% variance from recipe standard (flour and key inputs).
- On-time production: ≥ 95% of scheduled batches completed on time.
- Input waste/spoilage: ≤ 3% by value per month.

Data sources: Production schedules, inventory, waste logs.

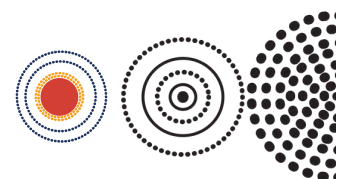
Service Objective 3 – Commercial Performance & Distribution Reliability

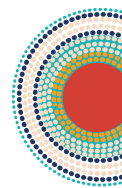
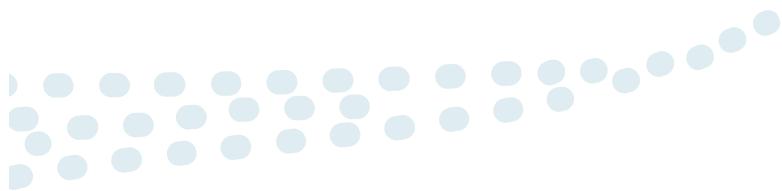
Support local retail, Council outlets, and wholesale partners.

KPIs

- Order fulfilment rate: ≥ 98% full and on-time to internal/external customers.
- Gross profit margin: ≥ 45–55% by product line (tracked monthly).
- Delivery continuity: Zero missed delivery days due to controllable factors.

Data sources: Sales orders, delivery logs, costings.





MOTEL & SHORT-TERM VISITOR ACCOMMODATION

Service Objective 1 – Clean, Safe, and Culturally Respectful Stays

Provide consistent, safe, and welcoming accommodation.

KPIs

- Room readiness: ≥ 90% rooms cleaned and available by check-in time.
- Housekeeping quality audits: ≥ 95% pass rate; corrective actions closed in 5 working days.
- Guest satisfaction: ≥ 85% positive scores; complaints resolved within 5 working days.

Data sources: Housekeeping inspections, guest surveys, complaints register.

Service Objective 2 –Operational Reliability & Compliance

Ensure reliable facilities and statutory compliance.

KPIs

- Critical asset uptime (HVAC, hot water, fire): ≥ 98% availability.
- Fire & safety compliance: 100% of inspections and tests on schedule; actions closed within 30 days.
- After-hours response: ≤ 30 minutes triage; ≤ 2 hours resolution/temporary fix for urgent issues.

Data sources: Maintenance CMMS, compliance certificates, callout logs.

Service Objective 3 – Financial Performance

Balance community needs with commercial sustainability.

KPIs

- Occupancy rate: Target set seasonally (e.g., 45–60% annualised).
- Average Daily Rate (ADR): Maintain ADR within ±5% of approved pricing strategy.
- RevPAR (Revenue per Available Room): Year-on-year growth ≥ CPI + 1–2% (subject to market).
- Labour cost ratio (rooms division): ≤ 25–30% of room revenue.

Data sources: PMS/booking system, GL, payroll.

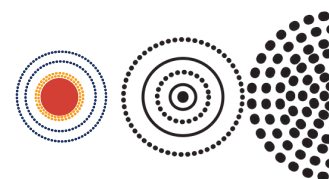
Service Objective 3 – Market Access & Channel Management

Maximise access for essential workers, community visitors, and responsible tourism.

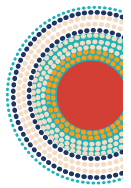
KPIs

- Channel mix: ≤ 15% high-commission channels (if used); ≥ 70% direct or low-commission bookings.
- Block bookings service level: 100% of priority block bookings managed per policy (e.g., health, essential services)..

Data sources: PMS/channel manager, booking policy register.







MECHANICAL WORKSHOP

The mechanical workshop is intended to deliver safe, reliable, and cost-effective maintenance for Council’s plant, fleet, small engines, and community vehicles.

Strategic Goal 1 – Asset Reliability & Service Continuity

Keep priority plant and fleet operational to support essential service delivery (roads, waste, water, airport, community services).

KPIs

- Fleet availability (priority assets): ≥ 95% availability for critical plant (graders, water/sewer utilities vehicles, airport ops vehicles, waste trucks).
- Mean time to repair (MTTR): ≤ 3 business days for priority assets; ≤ 10 business days for non-priority (depending on part availability).
- Planned vs unplanned maintenance ratio: ≥ 70:30 planned to unplanned hours.
- Breakdown rate: ≤ 2 unscheduled breakdowns per 1,000 operating hours for priority plant.

Data sources: CMMS/maintenance logs, operations rosters, hour meters, job cards.

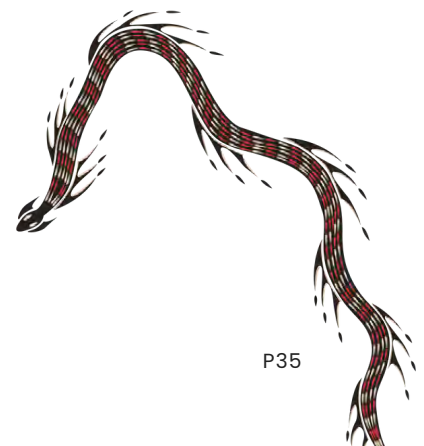
Strategic Goal 2 – Safety & Compliance

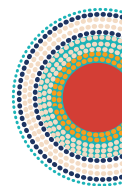
Meet or exceed statutory requirements and Council WHS standards.

KPIs

- WHS incidents: Zero lost-time injuries; 100% hazards reported within 24 hours.
- Compliance inspections: 100% completion of scheduled safety inspections (hoists, lifting gear, electrical test & tag, pressure vessels) by due dates.
- Roadworthiness & defect closures: 100% roadworthy inspections on schedule; ≥ 95% defects closed within target timeframes (risk-based).
- Environmental compliance (workshop): Zero spills reaching stormwater/ground; spill drills conducted annually.

Data sources: WHS system, inspection registers, defect logs, environmental incident register.





Strategic Goal 3 – Lifecycle Management & Cost Control

Optimise whole-of-life costs through preventive maintenance, standardisation, and timely replacement.

KPIs

- Maintenance cost per operating hour (priority plant): Within $\pm 10\%$ of benchmark/baseline.
- Preventive maintenance (PM) completion: $\geq 95\%$ of PM tasks completed by due date.
- Repeat defects: $\leq 5\%$ repeat work within 90 days of closure on same fault.
- Fuel and parts procurement compliance: 100% via approved suppliers/contracts (where available); exceptions documented.

Data sources: Finance GL, CMMS, procurement records, parts inventory.

Strategic Goal 4 – Capability, Quality & Customer Service

Build local capacity and deliver dependable turnaround with clear communication..

KPIs

- First-time fix rate: $\geq 85\%$ for standard jobs (defined scope).
- Job turnaround (standard services): $\geq 90\%$ completed within agreed service level (e.g., light vehicle service within 5 working days of booking).
- Internal customer satisfaction: $\geq 85\%$ positive ratings from service units (roads, water, waste, airport).
- Training currency: 100% mechanic/tech staff current for mandatory tickets (e.g., WHS, confined space if used, plant service competencies).

Data sources: Job cards, service SLAs, internal survey, HR training matrix.

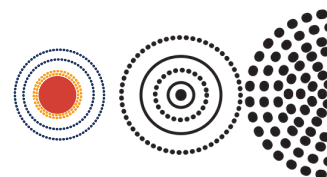
Strategic Goal 5 – Inventory & Supply Resilience

Ensure critical spares and consumables are on hand despite long supply chains.

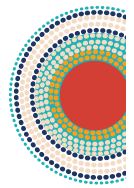
KPIs

- Critical spares availability: $\geq 95\%$ availability for defined list (filters, tyres, hydraulic fittings, belts).
- Stock variance: $\leq 2\%$ by value per stocktake; variances investigated within 5 working days.
- Backorder lead time: Average lead time \leq baseline + 20% (report quarterly; set local baseline).
- Obsolescence write-offs: $\leq 1\%$ of annual inventory value.

Data sources: Inventory system/stocktake sheets, supplier reports.







FUEL SERVICES

The intention of fuel services is to provide safe, reliable, and compliant fuel storage and dispensing to support Council operations, essential services, and community access, with strong environmental stewardship.

Strategic Goal 1 – Safety, Environmental Protection & Compliance

Operate fuel storage and dispensing in line with legislative, environmental, and WHS requirements.

KPIs

- Regulatory compliance: 100% completion of inspections, calibrations, leak detection and integrity tests by due dates.
- Spill incidents: Zero Category 1 environmental incidents; all minor spills contained and recorded; corrective actions closed within 10 business days.
- Training: 100% relevant staff trained in hazardous substances handling, spill response, and emergency procedures.
- Emergency readiness: Annual fuel spill/emergency drill completed; actions closed within 30 days.

Data sources: Compliance register, maintenance/testing certificates, training records, incident logs.

Strategic Goal 2 – Supply Continuity & Resilience

Ensure fuel availability for essential services despite remote logistics, weather, and maritime/road disruptions.

KPIs

- Stockout events (controllable): Zero stockouts for diesel/petrol; force majeure excluded.

- Days of cover: Maintain ≥ 21 days diesel cover and ≥ 14 days ULP cover against average demand (set local baseline).
- Supplier performance: $\geq 95\%$ on-time deliveries to agreed window; exceptions documented.
- Contingency readiness: Reviewed and approved Fuel Supply Contingency Plan annually (alt suppliers, rationing triggers, priority usage list).

Data sources: Tank gauges/dip logs, delivery dockets, supplier KPIs, contingency plan.

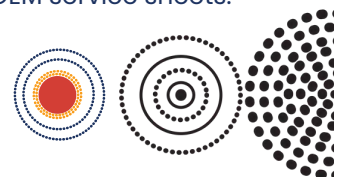
Strategic Goal 3 – Quality Assurance & Equipment Reliability

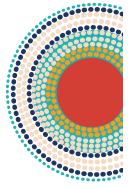
Protect asset health and ensure dispensing accuracy and product quality.

KPIs

- Fuel quality tests: Scheduled water/particulate tests completed monthly (or per OEM); 100% corrective actions on out-of-spec results.
- Meter calibration accuracy: Dispensers within $\pm 0.5\%$ of volume; calibration completed bi-annually (or as required).
- Equipment uptime: $\geq 98\%$ availability of pumps and card readers (excluding planned maintenance).
- Filtration change compliance: 100% filter changes performed within interval; records maintained.

Data sources: QA logs, calibration certificates, maintenance records, OEM service sheets.





Strategic Goal 4 – Financial Stewardship & Transparency

Manage fuel as a high-value commodity with clear pricing, loss control, and reporting.

KPIs

- Fuel loss/shrinkage: ≤ 0.5% of throughput (reconciled monthly: deliveries vs sales vs tank readings).
- Price policy compliance: 100% pricing updates per approved policy (including freight and margin rules); review annually.
- Receivables control (community/agency accounts): ≥ 95% invoices paid within 30 days; ageing >60 days ≤ 5% of outstanding.
- Operating cost transparency: Quarterly report of landed cost, margin, utilities, maintenance, and shrinkage to EMT/Council.

Data sources: POS/card system, finance GL, meter readings, tank reconciliation sheets, debtor reports.

- Policy review: Annual review of Fuel Management Policy (environmental controls, pricing, access, after-hours).
- Data integrity: 100% of transactions captured via approved systems; manual issues logged and reconciled within 2 business days.

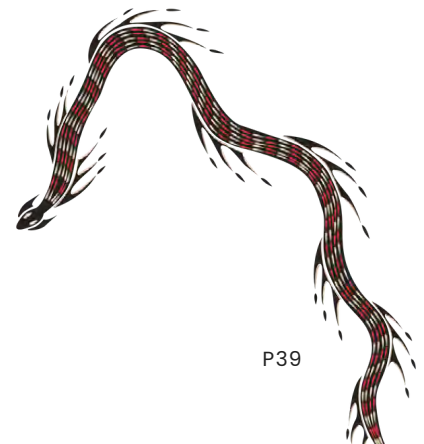
Data sources: Policy register, customer feedback, POS/issue logs, audit trails.

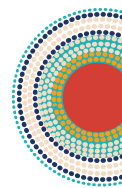
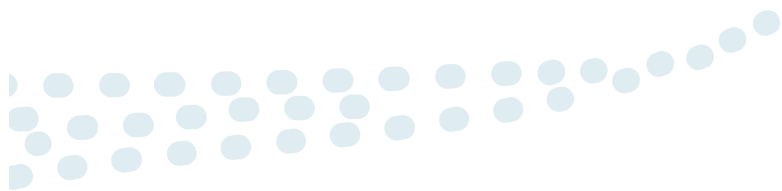
Strategic Goal 5 – Governance, Access & Community Outcomes

Provide equitable access aligned to community priorities and essential services.

KPIs

- StPriority access protocols: 100% adherence to priority dispensing during supply constraints (health, emergency, essential services).
- Customer service: ≥ 85% positive feedback (where public sales provided); complaints resolved within 5 working days.





WAREHOUSING SERVICES

The purpose of warehousing services is to provide safe, compliant, and reliable storage, handling, and distribution of materials, parts, and consumables to ensure continuity of essential Council services in a remote supply chain environment.

Strategic Goal 1 – Safety, Compliance & Risk Management

Operate stores in line with WHS, environmental and dangerous goods requirements.

KPIs

- WHS incidents: Zero lost-time injuries (LTIs); 100% hazard/near-miss reports submitted within 24 hours.
- Compliance inspections: 100% of scheduled inspections completed on time (racking, lifting gear, forklifts, fire systems, eyewash, spill kits).
- Dangerous goods compliance: 100% current Safety Data Sheets for all hazardous items; segregation and labelling audits \geq 95% pass rate.
- Emergency readiness: Annual evacuation and spill response drills completed; actions closed within 30 days.

Data sources: WHS system, inspection registers, manifests, drill records.

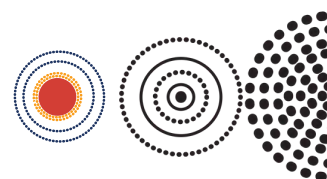
Strategic Goal 2 – Inventory Accuracy & Control

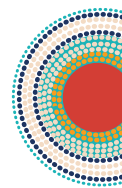
Ensure stock integrity to support operational planning and financial transparency.

KPIs

- Stock accuracy (cycle counts): \geq 98% by count; \geq 97% by value.
- Annual stocktake variance: \leq 2% by value; all variances investigated within 5 business days.
- Transaction timeliness: 100% issues/receipts posted in system within 1 business day.
- Traceability: 100% of critical items (e.g., water treatment chemicals, airport spares) tracked with batch/lot numbers.

Data sources: Inventory system/ERP, stocktake sheets, cycle count logs.





Strategic Goal 3 – Availability & Service Continuity

Keep critical materials available despite long lead times and seasonal disruption.

KPIs

- Critical spares availability: $\geq 95\%$ on defined critical list (pipes/fittings, plant filters/tyres, electrical spares, treatment chemicals).
- Days of cover: Maintain ≥ 30 days cover for selected critical categories (set local baselines by usage).
- Stockouts (controllable): Zero stockouts of critical items; noncritical stockouts trend down quarter-on-quarter.
- Backorder lead time: Average lead time \leq baseline + 20%; expedite actions applied and recorded.

Data sources: Min/max reports, usage histories, supplier ETAs, critical items register.

Strategic Goal 4 – Operational Efficiency & Throughput

Move goods safely and on time to internal customers and worksites.

KPIs

- Order fulfilment (internal requisitions): $\geq 95\%$ of lines fulfilled in full and on time (OTIF) to agreed SLA.
- Receiving cycle time: $\geq 90\%$ of deliveries receipted and shelved within 2 business days of arrival (subject to QA checks).
- Put-away accuracy: $\geq 99\%$ items placed in correct location (audit).
- Picking errors: $\leq 0.5\%$ of lines picked (monthly).

Data sources: ERP timestamps, pick/pack logs, QA checks.

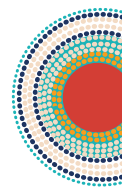
Strategic Goal 5 – Cost Management & Value for Money

Control holding costs, waste, and procurement leakages.

KPIs

- Inventory holding value: Within $\pm 10\%$ of approved working capital target (seasonally adjusted).
- Obsolescence/write-offs: $\leq 1\%$ of annual average inventory value; ageing > 365 days reduced quarter-on-quarter.
- Freight efficiency: Consolidated shipments $\geq 70\%$ of orders where feasible; premium/urgent freight $\leq 10\%$ of total freight spend.
- Procurement compliance: 100% of purchases via approved suppliers/contracts (where available); exceptions documented.

Data sources: Finance GL, ERP ageing, procurement records, freight invoices.



Strategic Goal 6 – Quality Assurance & Storage Conditions

Protect asset life and maintain material quality.

KPIs

- Condition audits: Quarterly location and condition inspections completed; corrective actions closed $\geq 90\%$ within target.
- Environmental controls: Temperature/ humidity checks for sensitive goods (where applicable) logged 100%; excursions investigated within 2 business days.
- Packaging integrity: $\leq 0.5\%$ damages on receipt or in storage (by value).

Data sources: QA logs, condition audit reports, environment logs.

Strategic Goal 7 – Service Experience & Collaboration

Provide responsive service to internal customers and support planned works.

KPIs

- Internal customer satisfaction: $\geq 85\%$ positive ratings from operational units (roads, water, waste, airport, facilities).
- Forward works alignment: Monthly coordination meeting held with each major service area; agreed materials plans published and updated.
- Issue resolution time: $\geq 90\%$ of service tickets (queries/discrepancies) resolved within 3 business days.

Data sources: Survey results, meeting minutes, service desk logs.

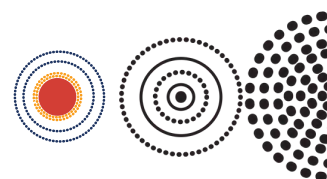
Strategic Goal 8 – Supply Chain Resilience & Continuity Planning

Anticipate disruptions and maintain options.

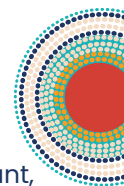
KPIs

- Alternate suppliers: At least 2 viable suppliers identified for each critical category (where market allows).
- Continuity plans: Annual review of Supply Chain Contingency Plan (cyclones/monsoon, maritime delays, road closures).
- Risk monitoring: Quarterly review of supplier performance (OTIF, quality) and high-risk SKUs with mitigation actions.

Data sources: Supplier scorecards, risk register, contingency plan.







FUNERAL & CEMETERY SERVICES

The purpose of funeral and cemetery services is to provide respectful, culturally safe, compliant, and timely funeral and cemetery services—including burial, memorialisation, cemetery maintenance, and support for families—ensuring dignity, access, and continuity for communities across the Shire.

Strategic Goal 1 – Cultural Safety, Dignity & Community Protocols

Deliver services that respect local cultural practices, grieving customs, and community expectations.

KPIs

- Cultural protocol adherence: 100% of services planned and delivered in accordance with documented cultural guidance and family wishes (verified in service checklist).
- Family engagement: Initial contact and planning meeting offered within 1 business day of notification and confirmed in writing (or agreed format).
- Community satisfaction: ≥ 90% positive feedback from families on respect, communication, and cultural safety (post-service survey or yarning process).
- Staff cultural capability: 100% frontline staff complete annual cultural awareness/refresher training relevant to local context.

Data sources: Service checklists, family feedback forms/records, training register, protocol guidelines.

Strategic Goal 2 – Compliance, Governance & Records Management

Meet legal and regulatory obligations for funerals, burials, cremation coordination (if applicable), and cemetery management, in collaboration with funeral homes.

KPIs

- Statutory compliance: 100% of required permits, authorisations, and documentation (e.g., burial rights, burial registers, interment authorisations) completed and filed prior to service.
- Records accuracy: 100% accurate cemetery map and burial register entries within 2 business days of interment.
- Privacy & consent: 100% consent forms and identity verification completed and securely stored (audit pass ≥ 95%).
- Policy currency: Annual review of Funeral & Cemetery Management Policy; all changes communicated to staff and stakeholders.

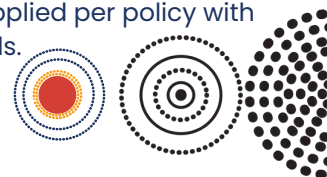
Data sources: Cemetery/burial register, document control system, internal audits, policy register.

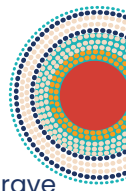
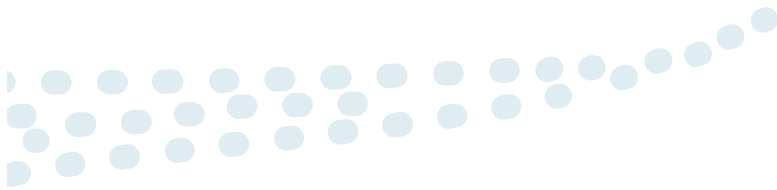
Strategic Goal 3 – Accessibility, Equity & Timeliness

Ensure timely, affordable access to funeral services, including supports for remote and vulnerable families.

KPIs

- Service scheduling: ≥ 95% of funerals held on the agreed date/time (weather/logistics exceptions noted).
- Assistance pathways: 100% of eligible families informed of financial assistance options and travel/logistics support (where available) at early meeting.
- Fee policy compliance: 100% services priced per approved schedule; concessional or hardship provisions applied per policy with documented approvals.





- Transport/logistics readiness: For remote burials, logistics plan (transport, mortuary, gravesite prep) completed ≥ 24 hours prior to service.

Data sources: Service plans/run sheets, booking system, fee records, logistics checklists.

Strategic Goal 4 – Operational Excellence & Service Quality

Plan and deliver services to a consistently high standard with minimal disruption or error.

KPIs

- On-time service milestones: ≥ 95% of key milestones met (viewing times, procession start, graveside setup, clergy/celebrant arrival).
- Error rate: ≤ 1% administrative or operational errors (e.g., documentation discrepancies, misallocated plots) per quarter; 100% rectified within 2 business days.
- Supplier coordination: ≥ 95% on-time performance from external partners (e.g., Funeral homes, Court Houses, coffin suppliers and hospital) where arranged by Council.
- Continuous improvement: 100% post-service debriefs completed for Council-led funerals; actions closed within 30 days.

Data sources: Run sheets, incident/error logs, supplier scorecards, debrief records.

Strategic Goal 5 – Cemetery Assets, Grounds & Safety

Maintain cemeteries, memorial areas and related infrastructure to a safe, dignified, and presentable standard.

KPIs

- Grounds condition rating: ≥ 90% locations meet ‘good or better’ standard in monthly inspections (paths, fencing, shade, water points, seating).



- Gravesite preparation quality: 100% grave prep completed to specification and verified before service (depth, alignment, shoring, safety barriers).
- Safety compliance: 100% completion of scheduled inspections (monument stability checks, trip hazards, machinery/plant, burial shoring equipment).
- Maintenance completion: ≥ 90% of planned grounds and asset maintenance tasks delivered each quarter.

Data sources: Cemetery inspection checklist, maintenance logs/CMMS, WHS inspection records.

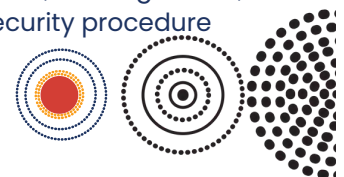
Strategic Goal 6 – Health, Safety & Biosecurity

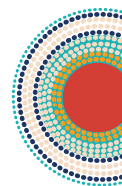
Protect the health and safety of families, staff, and contractors, including safe handling and storage.

KPIs

- WHS incidents: Zero lost-time injuries; 100% incident/hazard reports submitted within 24 hours.
- Manual handling compliance: 100% staff trained and assessed for manual handling and burial equipment use; refresher annually.
- Mortuary controls (if applicable): Temperature logs 100% complete; excursions investigated within 1 business day.
- Infectious disease protocols: 100% compliance with PPE and handling protocols when required.

Data sources: WHS system, training matrix, temperature logs, biosecurity procedure records.





Strategic Goal 7 – Financial Stewardship & Transparency

Maintain a sustainable service with clear pricing, cost control, and reporting.

KPIs

- Budget variance: Operating expenditure within ±5% of approved budget (quarterly).
- Cost recovery: Recovery against fee schedule reported quarterly; concessions/hardship, funeral fund accounted transparently.
- Procurement compliance: 100% purchases through approved suppliers/contracts; exceptions documented.
- Asset lifecycle planning: 5-year capital/renewal plan for cemetery infrastructure reviewed annually.

Data sources: Finance GL, fee register, procurement system, asset management plan.

Strategic Goal 8 – Community Information, Consent & Support

Provide clear information and compassionate guidance throughout the process.

KPIs

- Information pack provision: 100% families receive an accessible information pack (process, choices, cultural considerations, costs, assistance options) at first meeting.
- Complaint/feedback resolution: ≥ 90% of complaints/feedback resolved within 5 business days (or agreed plan).
- Service options availability: Maintain and communicate service options (viewings, graveside, memorials, cultural protocols, clergy/celebrant choices); review annually.
- Accessibility of records: Burial and plot maps available to public (on request) within 2 business days; sensitive details handled per privacy rules.

Data sources: Client file checklist, feedback register, service options schedule, records access log.

CONCRETE BATCHING PLANT

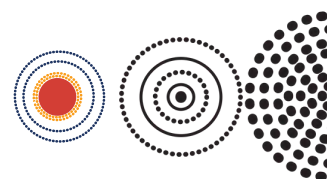
Strategic Goal 1: Reliable, high-quality concrete supply that meets Council works programs and external demand

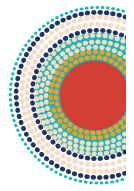
KPIs

- Concrete output vs plan (m³ produced / m³ scheduled)
 - Target: ≥ 95%
- Batch accuracy variance (cement & aggregate tolerance)
 - Target: ±1% cement; ±2% aggregates
- Plant downtime (unplanned hours per month)
 - Target: ≤ 5%
- On-time order fulfilment
 - Target: ≥ 95%
- Rejected or returned loads (% of total)
 - Target: ≤ 1%

Risk Mitigations

- Preventive maintenance schedule for mixers, conveyors, silos and weigh systems
- Critical spare parts held on-site (load cells, belts, sensors)
- Moisture probes calibrated weekly in wet season
- Daily pre-start plant inspections with sign-off





Strategic Goal 2 – Produce concrete that consistently meets Australian Standards and project specifications

KPIs

- Compressive strength conformity (% passes at 7 & 28 days)
 - Target: 100% compliant
- Slump test compliance
 - Target: 100% within spec at dispatch
- Batch records completed correctly
 - Target: 100%
- Non-conformances raised and closed
- Target: Close ≥ 95% within 10 days

Risk Mitigations

- Adherence to AS 1379 / AS 3600 mix design standards
- Retained samples for audit and dispute resolution
- Independent testing regime at defined frequencies
- Locked mix designs in batching software (authorised changes only)

Strategic Goal 3 – Minimise environmental impact & ensure regulatory compliance

KPIs

- Dust exceedances
 - Target: 0 environmental breaches
- Wash-out water pH compliance
 - Target: 100% within licence limits
- Waste concrete reuse/recycling rate
 - Target: ≥ 90%
- Water usage per m³ of concrete
 - Target: Year-on-year reduction

Risk Mitigations

- Bunded wash-out pits with routine desilting
- Stormwater diversion from production areas
- Dust suppression systems (sprays, enclosures)
- Spill kits and response drills
- Environmental licence audits and logbooks

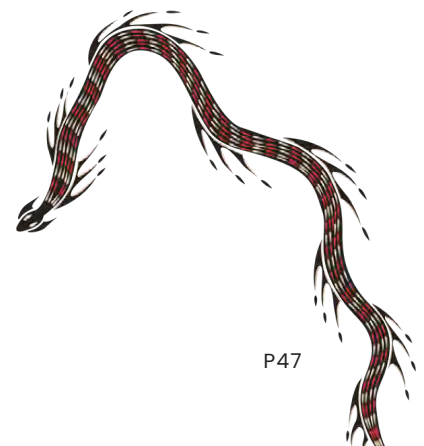
Strategic Goal 4: Maintain continuity of operations despite logistics constraints

KPIs

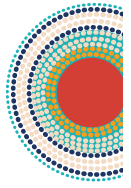
- Days of cement supply on hand
 - Target: ≥ 14–21 days (remote settings)
- Aggregate stock coverage
 - Target: ≥ 30 days
- Weather-related shutdown days
 - Target: Tracked and planned

Risk Mitigations

- Wet season stockpiling strategy
- Secondary supplier agreements
- Material quality verification at receipt
- Contingency mixes for alternative aggregates
- Barge / freight window planning (if applicable)







7. FINANCIAL SUSTAINABILITY

Council maintains prudent financial management, sustainability ratios, and renews funding. Key risks (grant timing, cost escalation, supply chains, workforce) are managed through phased delivery and robust procurement.

8. RISK MANAGEMENT & COMPLIANCE

Enterprise risks include financial, workforce, essential services reliability, cyber security, WHS, audit program and business continuity planning.

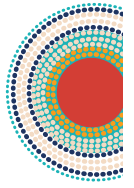
9. COMMUNITY ENGAGEMENT & PARTNERSHIPS

Council engages through local stakeholder groups, community meetings and accessible updates. Partners include (but are not limited too) Gulf Regional Aboriginal Corporation, Traditional Owners, Mirndiyan Gununa Aboriginal Corporation (MGAC), Mornington Island State School, Mornington Island Hospital, North West Remote Health, Selectability, 54 Reasons, Mission Australia, Rise Ventures, Queensland Police Service and a number of Queensland Government and Commonwealth Government agencies.

10. PERFORMANCE, REPORTING & REVIEW

KPIs are set annually in the Operational Plan with quarterly reports to Council, public updates in the Annual Report, an annual review, and a mid-term refresh in Year 3.





11. NOTES ON TAILORING & FEASIBILITY

Population scaling and participation targets

Targets are sized to Gununa's 2021 population of 1,022 with ~80% Aboriginal and/or Torres Strait Islander people, ensuring realistic uptake and delivery at community scale.

Water quality and timing of improvements

Water quality targets (e.g., $\geq 98\%$ rising to 100% compliance, zero boil-water alerts post-commissioning) reflect the Mornington Island Water Supply—Stage 1 upgrade schedule and the stabilisation period after commissioning.

Service standards and operational constraints

Essential services measures (water, wastewater, waste, roads) align to Council service commitments and reporting cycles, while recognising remote supply chains (barge, air) and the need for planned maintenance to achieve reliability.

Partnership-based delivery

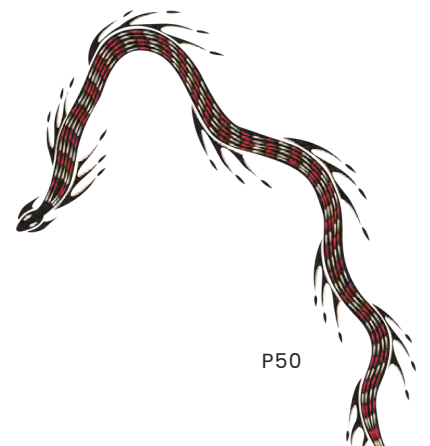
Wellbeing, health and learning targets assume joint delivery with Mornington Island Hospital (NWHHS), Mornington Island State School (P-10) and Rise Ventures. Caring for country targets assume collaboration with Gulf Regional Aboriginal Corporation, Traditional Owners, as well as Wellesley Islands Ranger land and sea programs.

Governance and quarterly reporting

Quarterly reporting against these targets aligns with Queensland local government planning and accountability practices (Corporate Plan → Operational Plan → Quarterly reports → Annual Report).

Governance and quarterly reporting

Quarterly reporting against these targets aligns with Queensland local government planning and accountability practices (Corporate Plan → Operational Plan → Quarterly reports → Annual Report).





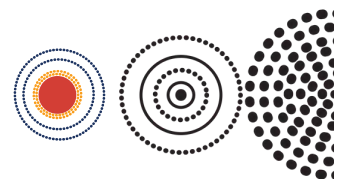
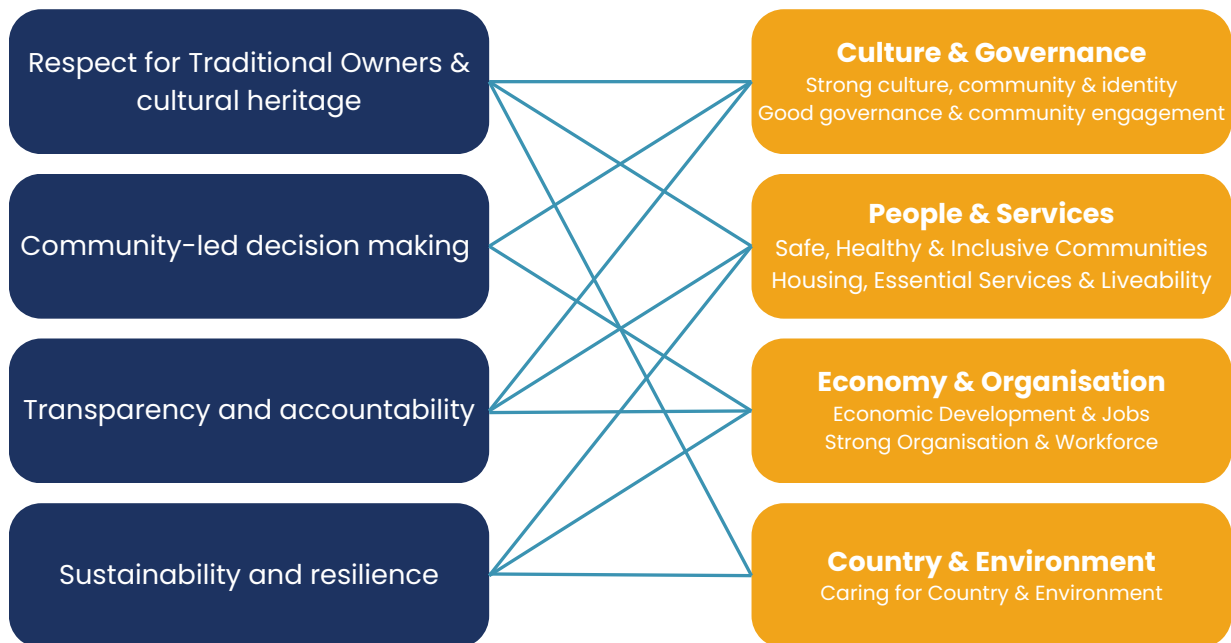
APPENDICES





APPENDIX A: Values to Strategy Visual

This diagram shows how Council's Values inform and connect to each Strategic Priority cluster used in this Corporate Plan.





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MORNINGTON
SHIRE COUNCIL

13.4 Operational Plan 2025 - 2026

Author: Director Corporate & Community

Attachments: 1. Mornington Shire Council - Operational Plan 2025 - 2026 - Q 2 [13.4.1 - 13 pages]

PURPOSE (EXECUTIVE SUMMARY)

The intention of this report is to table the up-to-date Operational Plan 2025 – 2026 with Quarter 2 updates.

The Operational Plan outlines objectives, and initiatives being addressed during the financial year. It is a critical tool to ensure that council delivers services and infrastructure that align with community needs and aspirations. The plan is developed in accordance with the Local Government Act 2009 (Qld) and the Local Government Regulation 2012 (Qld), specifically Clause 174 and 175, which prescribe the compliance requirements and contents of operational plans.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Council's Operational Plan upholds principles to ensure:

- Transparent and effective processes and decision-making
- Sustainable development and management of assets and delivery of effective services
- Good governance
- Ethical and legal behaviour

FINANCIAL & RESOURCE IMPLICATIONS

The operational plan upholds adopted 2025/26 operational budget parameters and grant program considerations.

RECOMMENDATION

That receives and adopts the 2025 – 2026 Operational Plan, with Quarter 2 updates.



Operational Plan 2025 - 2026

Top 10 matters that Council needs to focus on to achieve the best outcome for Gununa, Mornington Island

	Priority	Responsibility	Status	Assessment
1.	Splash park/ water play facility – Procurement of funding	<ul style="list-style-type: none"> Chief Executive Officer 	<ul style="list-style-type: none"> Proactive advocacy and grant chasing continues to occur Queensland Premier provided verbal confirmation of capital funds during September 2025 Formal funding agreement to be devised Closing the Gap grant application pending 	
2.	Oval refurbishment – Procurement of funding	<ul style="list-style-type: none"> Director Engineering Grants Manager 	<ul style="list-style-type: none"> Queensland Rugby funds committed Project plan for works devised Additional funding to be procured 	
3.	Tavern kitchen – Refurbishment & fit-out	<ul style="list-style-type: none"> Capital Projects Office 	<ul style="list-style-type: none"> Funding constraints to date Old appliances and cabinetry have been removed Electrical rough in has occurred 	
4.	Social housing developments – Rollout of fit-for-purpose community residences	<ul style="list-style-type: none"> Capital Projects Office 	<ul style="list-style-type: none"> 30 Lardil Street – Works being finalised 152 Lardil Street – Works being finalised 	



			<ul style="list-style-type: none"> o Lot 926 x 4 dwellings o Plug-in/ extensions priority list determined & reviewed o Lot 911 x 13 dwelling development in planning stages 	
5.	Foreshore – Erosion mitigation Barge landing – Improvement works	<ul style="list-style-type: none"> o Capital Projects Office 	<ul style="list-style-type: none"> o Engagement has occurred with GRAC o Project scope being reviewed o Request for tender will then occur 	
6.	Potable water treatment and water security projects – New infrastructure	<ul style="list-style-type: none"> o Chief Executive Officer o Director Engineering 	<ul style="list-style-type: none"> o Department of Local Government, Water and Volunteers has progressed to tender for award of contract for facility design o Department has also undertaken community consultation related to the project 	
7.	Cemetery expansion – legal permissions	<ul style="list-style-type: none"> o Director Corporate & Community 	<ul style="list-style-type: none"> o Two meetings have occurred with GRAC representatives o GRAC have provided in-principle support for Memorandum of Understanding, then a formal ILUA o Legal correspondence was sent to GRAC representatives during December 2025 o Awaiting executed document from GRAC representatives 	No further action possible
8.	Waste management facility & introduction of recycling facility – Compliance & sustainability improvements	<ul style="list-style-type: none"> o Director Engineering 	<ul style="list-style-type: none"> o Facility staffing challenges o Ageing plant and equipment o Waste cells filling o Community not properly disposing of rubbish at waste management facility 	
9.	Commercial laundry facility – fit-out	<ul style="list-style-type: none"> o Director Housing & Facilities o Director Accommodation & Hospitality 	<ul style="list-style-type: none"> o Commissioning to occur with Carpentaria Electrical testing of electrical loads o Awaiting chemical supplier review and recommendation too 	COMPLETED
10.	Emergency management and disaster preparedness	<ul style="list-style-type: none"> o Chief Executive Officer o Local Disaster Management Coordinator 	<ul style="list-style-type: none"> o Update of Local Disaster Management Plan pending o Update of Disaster Management dashboard pending 	



			<ul style="list-style-type: none"> o Monthly Local Disaster Management Group meetings held o Proactive communications with community related to weather conditions, procedures and personal wellbeing 	
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Key strategic objectives

Focus	Goal	Measure(s)	Risk mitigation	Current status	Assessment
Financial management	<ul style="list-style-type: none"> o Council aims to deliver a balanced budget and potential surpluses as part of a fiscally responsible approach 	<ul style="list-style-type: none"> o Budgets operate at a surplus 	<ul style="list-style-type: none"> o Monthly review of the General-Purpose Financial Statements to ensure revenue and expenditure is controlled in accordance with the adopted budget 	<ul style="list-style-type: none"> o All mandatory financial ratios now adopted o Up to date balance sheet, cashflow and outstanding debtor lists routinely provided 	
	<ul style="list-style-type: none"> o Establishment of an investment strategy 	<ul style="list-style-type: none"> o Substantial funds invested to generate compound interest 	<ul style="list-style-type: none"> o Utilisation of reputable Queensland Treasury Commission (QTC) 	<ul style="list-style-type: none"> o Multi-million dollar investments now deposited with QTC 	
	<ul style="list-style-type: none"> o Internal audit program 	<ul style="list-style-type: none"> o Scope and engage provider for rollout of an internal audit program 	<ul style="list-style-type: none"> o Engagement of reputable organisation to rollout internal audit program 	<ul style="list-style-type: none"> o Draft payroll review conducted as of January 2026 	
Procurement and contracts	<ul style="list-style-type: none"> o Establishment of pre-qualified/ preferred suppliers register for trade services 	<ul style="list-style-type: none"> o Competitive market process to submit and evaluate potential Council supplier capability and capacity 	<ul style="list-style-type: none"> o Vendor Panel competitive procurement and potential supplier process 	<ul style="list-style-type: none"> o Request for tender advertised until 3 February 2026 	
Advocacy	<ul style="list-style-type: none"> o Improved awareness of community issues, with improved strategies for advocacy to the Australian and Queensland Governments to address identified community priorities o Critical to this, is an emphasis on 	<ul style="list-style-type: none"> o Key government representatives visit Mornington Island including the Queensland Premier, Commonwealth Ministers and Director Generals o Mayor and Councillor delegations to Commonwealth and 	<ul style="list-style-type: none"> o Continued research, strategy development and advocacy to achieve outcomes identified with the Corporate and Operational Plans o Five (5) year Implementation Plan continually monitored and developed to ensure that strategies are continually put before Governments 	<ul style="list-style-type: none"> o Reset ongoing following Queensland Government election cycle and appointment of new ministers, Director Generals, as well as other key personnel o Queensland Governor Dr Jeannette Young visit to island, July 2025 	

3



	<p>maximising opportunities for community members, including improved employment, cultural, social and health outcomes</p>	<p>Queensland Governments</p> <ul style="list-style-type: none"> o Current government funded services for the community are audited to provide improved visibility and accountability o Commonwealth and Queensland Governments develop targeted strategies that meet local priorities and needs 		<ul style="list-style-type: none"> o Member of the Legislative Assembly of Queensland for Traeger, Robbie Katter visit to island, August 2025 o Premier David Crisafulli visit to island, September 2025 o Minister Fiona Simpson, as well as Director General Director-General, Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism, Natalie Wilde visit to island, September 2025 o Mayor formally requested opportunity to address Parliament about outdated Alcohol Management Plan/legislation, January 2026 o Director General of Department of Justice, Sarah Cruickshank anticipated visit to island, March 2026 	
Asset management	<ul style="list-style-type: none"> o Asset planning and maintenance funding supports quality and sustainable management of Council's assets 	<ul style="list-style-type: none"> o Completion of Asset replacement program outlined in the 2025/26 budget o Long Term Asset Management Plan developed in accordance with legislative requirements, as resources permit 	<ul style="list-style-type: none"> o Council is upgrading the water infrastructure, funded through Indigenous Councils Critical Infrastructure Program (ICCIP). This will form the basis of further asset management planning, particularly for the water reticulation network. Similarly, there is significant work to be undertaken with waste management to ensure sustainable long-term plans 	<ul style="list-style-type: none"> o Revaluation program and auditing of plant and equipment, vehicles, as well as buildings underway 	
Town planning	Indigenous.Land.Use.Agreement.	<ul style="list-style-type: none"> o Execution of a legally binding agreement, 	<ul style="list-style-type: none"> o Council does not have an alternative for cemetery expansion, long term 	<ul style="list-style-type: none"> o GRAC have provided in-principle support for 	No further action possible



	<ul style="list-style-type: none"> Development of an ILUA to cover all initiatives Council seeks to address including airport runway realignment (for capacity to accept larger aircraft, safety and residential land use purposes); foreshore development; cemetery expansion; township extension, festival grounds upkeep and other initiatives 	<p>inclusive of sites linked to essential and community services provision</p>	<p>community housing development; foreshore recreation spaces; nor centrally located, culturally significant meeting places equivalent to the Festival Grounds</p>	<p>Memorandum of Understanding, then a formal ILUA</p> <ul style="list-style-type: none"> Legal correspondence was sent to GRAC representatives during December 2025 Awaiting executed document from GRAC representatives 	
	<p>Airport.-.Realignment.project.</p> <ul style="list-style-type: none"> Runway realignment planning, to ensure potential Gununa township improvements and capacity for land development opportunities, including additional social housing, as well as ability to accommodate larger aircraft 	<ul style="list-style-type: none"> Identify funding opportunities Lobby Queensland and Commonwealth Government Position Gununa, Mornington Island as a potential northern Australia Defence Force site 	<ul style="list-style-type: none"> Liaise with Gulf Region Aboriginal Corporation and other key stakeholders to highlight key strategic town planning role that a runway realignment would facilitate 	<ul style="list-style-type: none"> No specific funding programs have been identified for the initiative Indicative cost estimates/ quantity surveying and planning will have to be updated to ensure a shovel ready program 	
	<p>Planning.scheme.-.Review.</p>	<ul style="list-style-type: none"> Legislatively compliant and thorough, fit-for-purpose planning scheme review 	<ul style="list-style-type: none"> Queensland Planning Act 2016 prescribes approach towards mandatory planning scheme reviews 	<ul style="list-style-type: none"> Requirement for State Interest Referral submission to Remote Indigenous Land and Infrastructure Program Office by June 2026 	
	<p>Residential.Land.Supply.™.Housing.Needs.Assessment</p>	<ul style="list-style-type: none"> Establishment of an evidence-based report to highlight current housing conditions, future demand, as well as land 	<ul style="list-style-type: none"> No risks identified with the town planning desktop and community engagement activity 	<ul style="list-style-type: none"> Fully grant funded program Draft report prepared by town planning 	



		and infrastructure requirements to support sustainable growth over the next 10 – 20 years		specialist, December 2025 <ul style="list-style-type: none"> To be tabled for Elected Members, February 2026 	
	Recreation.masterplan	<ul style="list-style-type: none"> Development of a township and foreshore recreation masterplan that anticipates sport, leisure and liveability requirements for Gununa, Mornington Island in 2030 and beyond A masterplan that can be utilised for Australian Government Regional Precincts Partnerships Program Round 2 – for capital project rollout 	<ul style="list-style-type: none"> Liaise with Gulf Region Aboriginal Corporation and other key stakeholders to highlight key strategic town planning role of a recreation masterplan; and importance of a holistic approach inclusive of foreshore precinct 	<ul style="list-style-type: none"> \$502,000 announced in August 2025 as a part of Australian Government Regional Precincts and Partnerships Program Opportunity is out to tender, closing 16 February 2026 	
Critical infrastructure	Barge.shed.cool.room. Upgrade	<ul style="list-style-type: none"> Install contemporary cool room and freezer facilities at barge shed 	<ul style="list-style-type: none"> Correct electricity load capacity Suitable interim measures for barge deliveries and perishable item storage Communique with community and stakeholders 	<ul style="list-style-type: none"> Tender awarded to contractor Preliminary site works undertaken 	
	Potable.water.treatment.and.water.security.projects	<ul style="list-style-type: none"> Construction and commissioning of fit-for-purpose water treatment plant 	<ul style="list-style-type: none"> Ensure that Queensland Government Engineers and State Development Project Team coordinate scope, tender processes and construction monitoring 	<ul style="list-style-type: none"> Procured \$3m from Commonwealth Government & \$3m from Queensland Government Department of Local Government, Water and Volunteers has progressed to tender for award of contract for facility design Department has also undertaken extensive community consultation related to the project 	
	Indigenous.Knowledge.Centre <ul style="list-style-type: none"> Construction and fit-out, as well as 	<ul style="list-style-type: none"> Commissioning of contemporary facility with dedicated staff, meeting room space, 	<ul style="list-style-type: none"> Superintendent monitoring of construction 	<ul style="list-style-type: none"> Formal opening, September 2025 Appointment of permanent facility and 	COMPLETED



	securing ongoing operational funding	modern Information and Communications Technology, a range of library resources and ongoing programming as a community hub	<ul style="list-style-type: none"> o Carefully planned dates for arrival of fit-out resources, particularly collection holdings o ICT equipment and funding plan with compatibility to Council platform 	program Coordinator, September 2025 <ul style="list-style-type: none"> o Full program of events o Full digital and physical collection holdings o Ongoing operational funding through State Library of Queensland o Stage 2 Keeping Place & Cultural Heritage facility in preliminary planning and identified for grant chasing o Defects list to be resolved 	
	Road.maintenance.program Planned schedule to maintain and update Council's 257,045 metres of sealed and gravel roadways	<ul style="list-style-type: none"> o Unsealed roads <ul style="list-style-type: none"> - Works program to maintain and update Council's unsealed roads - Installation of causeways in key locations o Sealed roads <ul style="list-style-type: none"> - Ongoing preventive maintenance including pothole filling and crack filling 	<ul style="list-style-type: none"> o Seasonal planning for works to occur during dry o Geographic planning so that travel efficiencies are gained o Liaison with community to identify remote roads requiring attention 	<ul style="list-style-type: none"> o Two concrete causeway projects completed during 2025 o Funding being sought for line marking and road signage improvements 	
	Depot.machinery.and.equipment.shed.-.Construction.	<ul style="list-style-type: none"> o Pouring of slab o Construction of steel frame o Addition of Colourbond cladding 	<ul style="list-style-type: none"> o Engagement of reputable construction company o Clear project parameters 	<ul style="list-style-type: none"> o Fully funded Resilience Funding food security initiative o Concrete pad pending 	
	Community.CCTV.system.rollout.	<ul style="list-style-type: none"> o Prioritisation schedule and staged implementation plan devised 	<ul style="list-style-type: none"> o CCTV policy complete 	<ul style="list-style-type: none"> o Identified for grant chasing 	
	Improved.WIFI.connectivity.and.Council.building.routing	<ul style="list-style-type: none"> o Adherence to ICT systems and connectivity masterplan 	<ul style="list-style-type: none"> o Different to community WIFI which was a Commonwealth Government initiative rolled out by a tech supplier and separate from Council 	<ul style="list-style-type: none"> o Ongoing microwave and network review with nodes adjustments 	
Community housing	Community.Housing. Extreme overcrowding and homelessness are addressed and resolved, with improved	<ul style="list-style-type: none"> o Long range 10-year capital plan/ construction program devised with 	<ul style="list-style-type: none"> o Concurrent and staged Commonwealth and Queensland Government funding programs 	<ul style="list-style-type: none"> o 30 Lardil Street – Works being finalised o 152 Lardil Street – Works being finalised 	



	quality and quantity of social housing	<p>Queensland Government Department of Housing and Public Works</p> <p>Initial rollout of:</p> <ul style="list-style-type: none"> o 30 Lardil Street o 152 Lardil Street o Lot 926 Lardil Street o Lot 911 Lardil Street o Priority addresses for plug-in/ granny flat construction 		<ul style="list-style-type: none"> o Lot 926 Lardil Street – x 4 dwellings o Lot 911 Lardil Street – 13 dwelling development in planning o Priority plug-ins being reviewed for economies of scale/ site impediments o Update sought during January 2026 from Department of Health and Department of Housing and Public Works cross-disciplined project group about Healthy Housing Program progress 	
Council housing & short-term accommodation	<p>Council.housing™.short_term.accommodation</p> <p>Housing availability and quality meets operational requirements and is sustainable</p>	<ul style="list-style-type: none"> o Lot 9 Cemetery Road 	<ul style="list-style-type: none"> o Preliminary investigative project occurring in collaboration with Queensland Government Remote Indigenous Land and Infrastructure Program personnel 	<ul style="list-style-type: none"> o Preliminary town planning and potential site amalgamation desktop works being undertaken 	
Motel upgrade	<p>Motel.upgrade</p>	<ul style="list-style-type: none"> o Installation of four (4) prefabricated modular accommodation buildings at existing motel site 	<ul style="list-style-type: none"> o Conventional contractor services arrangements, probity and superintendent progress monitoring, with usual latent condition provisions 	<ul style="list-style-type: none"> o Cultural heritage assessment completed o Tree lopping to commence o Construction contract awarded September 2025 o Designs and fit-out being finalised 	
Visitor Accommodation Centre 1.0 & 2.0 – Refurbishment	<p>Visitor.Accommodation.Centre.refurbishment</p>	<ul style="list-style-type: none"> o Refurbishing accommodation units to ensure healthy and safety compliance, as well as full complement of short-term accommodation offerings 	<ul style="list-style-type: none"> o Availability of trade services to undertake necessary refurbishment works o Realistic scoping and timelines 	<ul style="list-style-type: none"> o Unfunded asset management project o Important to enable full accommodation offering 	



Visitor experience	Hospitality software - . Replacement with RMS. property management and operations.	<ul style="list-style-type: none"> o Seamless accommodation pricing, bookings and accommodation changes 	<ul style="list-style-type: none"> o RMS is a renowned product used by more than 6,000 accommodation providers 	<ul style="list-style-type: none"> o Commissioning in progress with software provider 	
Community development	Support for Elders Improve engagement and programming for senior citizens	<ul style="list-style-type: none"> o Program of bi-monthly social engagement programs for elders' target audience 	<ul style="list-style-type: none"> o Liaison and partnerships with other entities including (but not limited to) Mirndiyan Gununa Aboriginal Corporation, 54 Reasons, Mission Australia, Selectability, Junkuri Laka, Jika Kangka Gununamanda and Ngarnal Aboriginal Community Controlled Health Service 	<ul style="list-style-type: none"> o Pilot seniors' event to date o Engagement related to senior preferences o Planning for Orche Week complete o Rollout out of monthly target audience event intended 	
	Youth Hub activities..	<ul style="list-style-type: none"> o Compliance with NIAA funding to rollout 3 program streams: <ul style="list-style-type: none"> - On Country - Life and Learning - Youth Hub 	<ul style="list-style-type: none"> o Workforce challenges and potential redeployment from other program areas o Skill set challenges for case management requirements 	<ul style="list-style-type: none"> o As at December 2025, Youth Hub services were provided without a Coordinator or adequate staffing levels 	
	Support for and rollout of community events	<ul style="list-style-type: none"> o 26 January – Australia Day Celebrations o 12-19 February – Orche Ribbon Week o 2 March – Clean-Up Mornington Island Day o 8 March – International Women's Day o 6-12 April – National Youth Week o 25 April – ANZAC Day o June – Ash & Amber stage show (date to be confirmed) o 27 October – Elder's Month Celebration o 4 December – Community Christmas Celebration o Activities & acknowledgement for locally gazetted public holidays 	<ul style="list-style-type: none"> o Liaison and partnerships with other entities including (but not limited to) Mirndiyan Gununa Aboriginal Corporation, 54 Reasons, Mission Australia, Selectability, Junkuri Laka, Jika Kangka Gununamanda and Ngarnal Aboriginal Community Controlled Health Service o Engagement with third party event providers and special interest program providers for specific target audiences 	<ul style="list-style-type: none"> o September 2025 Council provided \$65,000 + in-kind support for Yalmiyal Gununa Cultural Festival o Support for Jalaa (Children's Festival), November 2025 o Support for Jika Kangka Gununamanda opening celebration, November 2025 o Calendar of events devised and adopted during December 2025 Council meeting, for 2026 calendar year o Successful themed "Tropical" New Year's Eve, Rugby League and AFL grand final, as well as other Community 	



		<ul style="list-style-type: none"> 8:00pm and midnight New Year's Eve fireworks displays Tavern events linked with football codes and other celebratory occasions 		Liquor Permit tavern events	
	Support.for.sporting.groups Mornington Island Raiders Rugby League major sponsorship for 2025 fixtures	<ul style="list-style-type: none"> Support for team and support staff to attend and stay during all Doomadgee and Burketown football season games 	<ul style="list-style-type: none"> Grant funded program requires usual milestone reporting including narrative and imagery, as well as expenditure invoices 	<ul style="list-style-type: none"> Financial support via Deadly Active funding and other sources for flights, car hire and accommodation Hosting awards night presentation gratis, in February 2026 	
	Cemetery.and.funeral.services.review.	<ul style="list-style-type: none"> Recruit local or culturally competent Funeral Coordinator Review mandatory forms, Births Deaths and Marriages requirements, as well as administrative and records management workflows 	<ul style="list-style-type: none"> Liaison with Queensland Government Births, Deaths and Marriages, Funeral Homes and Health Services, as well as Cloncurry Court House to ensure best practice, compliant and timely processes Access/ intellectual property ownership of GIS cemetery data Cemetery expansion delay 	<ul style="list-style-type: none"> Scheduled for February – March 2026 after current pending burials have occurred Queensland Police Service, Mornington Island Hospital and Council will collaboratively ascertain a flow chart of agreed procedures upon the death of a community member 	
	Youth.Hub.-.Bicycle.shed.construction.	<ul style="list-style-type: none"> Construction of suitably lockable shed for bicycle storage 	<ul style="list-style-type: none"> Determine alternative storage site for program bicycles, or distribute bikes to program participants 	<ul style="list-style-type: none"> Bundled with Council depot shed construction project 	COMPLETED
	Orange.Sky.laundry.services.	<ul style="list-style-type: none"> Establishment of centrally located washing machine and dryer services for community member use 	<ul style="list-style-type: none"> Partnership with Orange Sky and Salvation Army 	<ul style="list-style-type: none"> Appointment of service coordinator Potential vehicle procurement for transport Service received two national recognition awards during late 2025 	COMPLETED
	Community.engagement.strategy <ul style="list-style-type: none"> Weekly community newsletters 	<ul style="list-style-type: none"> Corporate branding and templates review and upgrade New style guide to be devised 	<ul style="list-style-type: none"> Ongoing liaison with staff and stakeholders to ensure that community is proactively advised of all island-based services, activities and programs and that 	<ul style="list-style-type: none"> Corporate branding and templates updated and rolled out November 2025 	



	<ul style="list-style-type: none"> Quarterly (and as needed) community meetings Public notices and displays Facilitation of Community Safety Committee – monthly Intuitive legislatively compliant website 	<ul style="list-style-type: none"> Corporate website upgrade and rollout scheduled by May 2026 	<p>Council has an awareness of all activities for suitable cross-promotion</p>	<ul style="list-style-type: none"> New style guide rolled out November 2025 Regular feedback and compliments related to newsletters from community and stakeholder groups Constant requests to add people to digital mailing list Ongoing interactions with social media (likes and comments) Reactivation of LinkedIn corporate profile occurred October 2025 	
Workforce development	Human.Resources.software.program.(Elmo)-.Implementation.	<ul style="list-style-type: none"> Commence with rollout of recruitment and onboarding modules 	<ul style="list-style-type: none"> Data integrity in terms of personnel details for payroll, performance management, training and development Checking modules and periodic audits Correct structure of modules 	<ul style="list-style-type: none"> Data entry has occurred Training for HR team in progress, commenced in November 2025 First module to rollout from February 2026 	
	Induction.program.	<ul style="list-style-type: none"> Team members understand and acknowledge code of conduct, overarching policies, correct operating procedures and reporting lines Team members have an opportunity to meet Elected Members and Executive team Team members participate in Mirndiyan Gununa Aboriginal Corporation cultural awareness training 	<ul style="list-style-type: none"> Regular rollout of induction program Accurate recording of team member participation Team members sign off related to individual learning components, acknowledgement and understanding and record keeping on personnel files Periodic refreshers 	<ul style="list-style-type: none"> Monthly sessions to commence from January 2026 Pilot session conducted late 2025 	
	Training.and.development.program	<ul style="list-style-type: none"> Identification of mapped training and development vocational education and tertiary education options for different employment 	<ul style="list-style-type: none"> Periodically review organisational structure Periodically review establishment list Grant chasing for First Nations 	<ul style="list-style-type: none"> Block training programs at TAFE Visiting trainers to undertake site visits and support 	



		roles in the organisation structure		<ul style="list-style-type: none"> o Bundled Units of Competency rollout e.g. Certificate II Rural Operations 	
Elected Members	Financial.and.asset.management.training.	<ul style="list-style-type: none"> o Councillors have greater familiarity with 	<ul style="list-style-type: none"> o Elected Members have access to LG Central online portal and LG Leaders Program, with “learn at your own pace” training and development options o Queensland Treasury Commission also delivers online training programs throughout the year 	<ul style="list-style-type: none"> o Training scheduled with Queensland Government Department of Local Government, Water and Volunteers, 11 February 2026 	
	Periodic.review.and.ongoing.development.of.capacity.related.to.portfolio.system.	<ul style="list-style-type: none"> o Quarterly program review o Identification of relevant portfolio conferences, collaboration and information sharing sessions for potential participation 	<ul style="list-style-type: none"> o Training and professional development programs through Local Government Association of Queensland, Queensland Government Department of Local Government, Water and Volunteers, Queensland Treasury Commission 		
Information & Communications Technology (ICT)	Cybersecurity.initiatives.	<ul style="list-style-type: none"> o Embed cybersecurity into existing enterprise risk management and audit processes. o Improve staff cyber awareness and behaviour by conducting phishing simulations and targeted refresher training for high-risk roles (particularly finance) 	<ul style="list-style-type: none"> o Enforce multi-factor authentication for remote access, email, and privileged accounts o Apply regular patching for operating systems and applications, prioritising critical vulnerabilities o Implement least-privilege access and regular user access reviews o Disable unsupported or end-of-life systems where possible or isolate them appropriately o Enhance backup, recovery, and resilience capabilities o Improve network and data protection 	<ul style="list-style-type: none"> o Ongoing training and awareness for Executive o Ongoing improvements o Alerts to mass breaches in other public sector organisations o Work being undertaken to develop and test a cyber-incident response plan 	
Q Build and facilities	Keep community housing and facilities safe, compliant, and available with minimal downtime. Maintain full statutory compliance and strong safety culture.	<ul style="list-style-type: none"> o Essential services compliance (fire, electrical, gas, water, lifts) o Asbestos register and asset management plan adherence o Contractor inductions & permits o Incidents and corrective actions closed on time 	<p>Reduce risk from extreme weather, logistics and improve energy efficiency.</p> <ul style="list-style-type: none"> o Cyclone readiness (roof tie-down inspections, work with community to ensure yard hazards cleared) o Critical spares on hand (days of coverage) o Energy intensity per facility (kWh/m²) o Water leaks resolved within 48hrs <p>Key QBuild Integration Points</p> <ul style="list-style-type: none"> o Delays due to limited local trades / QBuild capacity 	<ul style="list-style-type: none"> o Single Work Order Protocol: Council raises all jobs with priority, asset ID, scope, photos; QBuild returns ETA, assigned trade, completion evidence. o Service Level Agreement matrix: Jointly agreed response/restore times by priority and asset 	



			<ul style="list-style-type: none"> o Logistics disruptions (barge/air delays, weather, cyclone) o Cost overruns and variations o Compliance lapse o Tenant dissatisfaction or cultural safety concerns o Asset failure of critical facility (water, power, communications) o Fraud/conflict of interest in work allocation o Information security (photos, addresses) mishandling 	<ul style="list-style-type: none"> o class; seasonal escalation (cyclone season). o Variation controls: Reviewing and pre-approved thresholds; mandatory photo evidence for variations and as-found conditions. 	
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The initiatives listed in the Operational Plan are not exhaustive and do not represent routine business as usual activities. A pending minor works program is also being devised to be considered holistically with the Capital Projects Office initiatives and the Operational Plan undertakings.

Legend

Colour (traffic light system)	Meaning
	On track
	Delayed
	Not progressing

14 HUMAN RESOURCES**14.1 Human Resources Report - January 2026**

Author: Human Resources Manager

Attachments: WHS Audit Recommendations

PURPOSE (EXECUTIVE SUMMARY)

This report provides an overview of Human Resources activities for the month of January 2026.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS**Human Resources (HR) Proposed Strategic Actions 2026**

The Human Resources and WHS operational plans for 2026 is nearing finalisation and contains the following focus areas:

1. People, Culture and Performance.
2. HR Innovation and Continuous Improvement.
3. Workforce Planning and Development.
4. HR Policy and Procedures.
5. HR Metrics and Workforce Analytics.
6. Workplace Health and Safety

People, Culture and Performance*Staff Attendance*

Absenteeism is still a concern although this has been impacted by the Christmas break, further reviews of attendance will be conducted with one-on-one discussions to be held with staff who have a poor record of attendance.

Staff conflict

There have been external family conflicts between certain staff which has resulted in impact on performance and workplace relationships.

Recruitment

As previously advised due to complaints in 2025 by persons leaving applications for employment with no identifiable positions the council will no longer take applications for employment unless the person is applying specifically for an advertised position. This will help reduce the level of complaints to council members. All persons seeking employment will have their interest and application processed through Rise employment services who will be able to help with job ready training, literacy and numeracy, resume construction and interview skills.

Positions requiring to be filled will be advertised on island at key locations and through Rise. Dwayne Rogers will be the HR Officer assigned to co-ordinate local recruitment activities and liaise with Rise, responsible for the posting of all advertisements for vacant positions on Island.

Due to current wet season challenges, there are no available positions currently within the Engineering Parks and Gardens, fencing, or batching services.

Traineeships

Council will be seeking funding for the recruitment of three administrative employees in February.

Council is currently seeking to fill the following positions:

- Youth Activities Officer
- Sport and Recreation Officer

As previously reported, we are still experiencing difficulties in relation to receiving suitable or interested applicants from on island.

Cultural Awareness

Sixteen (16) staff were scheduled to attend Cultural Awareness training during December. However, due to sorry business this training was cancelled and will now be rescheduled for February 2026.

Grief Counselling

Following recent deaths and suicides within community, a qualified counsellor and support team attended to assist employees and community members in need of support.

HR Innovation and Continuous Improvement

Work continues with development and implementation of Council's Human Resources Information System. The base Human Resources module is now complete and will be deployed in February. Training for HR staff for the final configuration and implementation of the Recruitment and Onboarding modules will be completed by late February 2026.

Workforce Planning and Development

Induction and onboarding

To ensure new employees fully understand their roles and responsibilities, one on one orientation sessions will be conducted at the time of their commencement. Following this, all new employees now attend a five-hour comprehensive induction program which will be scheduled monthly.

Staff qualifications and training

Two Workshop Apprentices have now completed their apprenticeships as Motor Mechanics. Both were recognized at the Council's annual awards ceremony held in late December. completed and signed off mid-December – Alu Amini & Cajun Darby.

The Executive team undertook leadership and team building programs during December 2025, conducted by PEAK services.

Travis Willetts plumber has been signed up for Certificate IV (Gas Fitting) which will be completed online.

Pro-Lift training – First Aid / CPR Training scheduled during December was postponed and has now been rescheduled for 10 - 12 February 2026. It is planned to train 15 – 20 staff.

Major training

Next visit from Major Training will be 20 April 2026 and will include the training of seven (7) workshop staff through A/C training.

Other training

- One employee (Stafford Chong) was sent to Cairns Truck School and successfully completed MR License to facilitate Garbage Truck operations whilst the regular operator is on leave.
- Three employees completed asbestos training (Ross Ah Fat, Noel Retchford and Johnathon Cooper) – 10 December in Brisbane, in preparation for water upgrades.
- Traffic Control Training completion was delayed due to staffing issues.
- Fire Warden Training – currently researching options, quotes, and funding.
- Compiling a list of staff expired machine tickets for re-training in 2026.
- Apprentice Carpenter (Dane Toby) will undertake a TAFE block at the end of February/early March.
- Discussions are being held with Pro-Saw for another funded course in Certificate III Rural Operations.

HR policy and procedures

Drug and Alcohol testing policy is now finalised with regular testing being conducted. To date all those tested have returned a negative result. Once the testing equipment is installed in Engineering administration mandatory testing for all engineering staff will be conducted daily.

Fleet Policy: All staff will be trained during February in relation to the new fleet management policy. A current audit on employee's licences is being conducted as part of the proposed implementation of the policy and allocation of vehicles.

HR metrics and workforce analytics

The organisation's resourcing at the time of the writing of this report totals 160 employees consisting of 127 full time, 6 part time and 27 casual employees.

Workplace Health and Safety

Work to address and resolve key WH&S Audit findings has commenced on the high-risk recommendations (see attached report).

Test and Tag

The test and tag machine has arrived, waiting for staff to be nominated to complete the course, with local staff being encouraged to undertake the course early in 2026.

Incident reporting

During December 2025 there were five (5) Incidents reported, four (4) vehicle and one (1) gas bottle delivery procedures not followed correctly.

Gas Storage

Gas depot fire and evacuation plan, safety management plan and gas bottle replacement and delivery Standard Operating Procedures have been completed. Cleanup of storage area is ongoing; Hazmat box has been ordered. Compound fence has been re-wired allowing signage to be erected. Updating SDS

Inspection of workshop crane

NQ Cranes inspected overhead crane at workshop in December 2025. Crane was due for a 25-year assessment. Further discussion is required with Director Engineering as to what is required to move forward.

FINANCIAL & RESOURCE IMPLICATIONS

Human Resources functions except for training are operating within 2025/26 operating budget parameters.

RECOMMENDATION

That Council receive and note the Human Resources report for January 2026.

W

Non Conformance
NC-1 1.1.1 The WHS Policy has not been signed/endorsed by the CEO and/or Mayor and is overdue for review.
NC-4 3.4.1 There is no documented overarching procedure for how Council consults and communicates with workers regarding WHS matters and issues. Develop and overarching WHS Consultation and Communications Procedure.
NC-7 3.8.1 There is no overarching Document Management Procedure.
NC-8 3.8.4 A number of Council WHS documents were observed beyond their stated review date.
NC-9 3.9.1 Within Council’s Risk Management Procedure, there is no reference to managing WHS risks to “as low as reasonably practicable” as required by Section 17 of the WHS Act, nor is there documented guidance as to when a risk assessment is required. Review and update the Risk Management Procedure.
NC-10 3.9.2 Council’s WHS Risk Register has not been reviewed or updated since 2020. Review and update the WHS Risk Register for currency and legislative compliance with respective Code of Practice minimum requirements.
NC-11 3.9.4 No evidence was sighted of a Council Asbestos Management Plan as required by Section 429 of the Qld WHS Regulation.
NC-12 3.9.5 No evidence of completed risk assessments was sighted for use of plant/equipment, use of chemicals, and operational activities (other than SWMS for high-risk work activities).
NC-13 3.9.7 Council’s Risk Management Procedure is past its stated review date of January 2025.

<p>NC-14 3.10.11 Council’s Chemicals and Hazardous Substances Procedure does not include information pertaining to the safe handling, transfer, inventory management, transport and disposal of hazardous chemicals.</p>
<p>NC-15 3.10.12 Council’s Hazardous Chemicals Register was last updated in 2020 and did not reflect the current status of chemical information. Additionally, Safety Data Sheets for multiple chemicals in use at the Water Treatment Plant and Workshop were either not available or were dated 2017, greater than the 5-year currency required by Section</p>
<p>NC-17 3.10.17 There is no documented Lock Out/Tag Out Procedure, however use of Do Not Operate Tags was observed.</p>
<p>NC-18 3.10.21 No evidence was sighted of an overarching Hazardous Manual Tasks Procedure.</p>
<p>NC-19 3.11.2 No Emergency (Fire) Wardens have been established for Council’s main building sites as per the Qld Building Fire Safety Regulation.</p>
<p>NC-20 3.11.3 No emergency evacuation drills for the Civic Office and Technical Services Dept site have been conducted in the last 12 months as required by the Qld Building Fire Safety Regulation.</p>
<p>NC-21 3.11.3 No annual emergency evacuation training has been provided to workers (General Occupants) in the last 12 months as required by the Qld Building Fire Safety Regulation.</p>
<p>NC-22 4.1.3 Electrical leads within the workshop were either not tested and tagged, or the test tags observed were dated 26/9/2018.</p>
<p>NC-23 4.1.4 Council’s Noise Management Procedure (sighted and dated December 2023) includes a requirement for a noise survey; however no evidence was sighted, and no evidence of worker audiometric testing was sighted.</p>
<p>NC-25 5.1.1 Council has not conducted a formal Management Review of its Safety Management System.</p>

WHS Audit Findings - Mornington Shire Council

Recommended Action
Review and update the WHS Policy and have this signed/ endorsed by the CEO (and Mayor).
Develop and overarching WHS Consultation and Communications Procedure.
Develop and implement a Document Management Procedure which details the requirements for creating, modifying, reviewing, approving and obsoleting a Council document.
Review and update the identified WHS documentation for currency and legislative compliance.
Review and update the Risk Management Procedure.
Review and update the WHS Risk Register for currency and legislative compliance with respective Code of Practice minimum requirements.
Engage an appropriately qualified person to develop an overarching Asbestos Management Plan for Council’s properties identified with ACM and listed within Council’s Asbestos Register.
In conjunction with NC-10, implement a risk assessment program for Council’s key operational activities, and for the use chemicals and plant/equipment.
Review and update the Risk Management Procedure for currency, and provide training to users in the risk assessment methodology.

<p>Review and update the Chemicals and Hazardous Substances Procedure to include this information.</p>
<p>Review and replace the SDS for identified chemicals which are greater than 5 years old.</p>
<p>Develop and implement a Lock Out/Tag Out Procedure which details when and how plant and equipment is to be isolated from all energy sources to prevent entrapment, crushing and electric shock.</p>
<p>Develop and implement a Hazardous Manual Tasks Procedure that considers the requirements of the Hazardous Manual Tasks Code of Practice and details the requirements for managing and reducing the risks associated with hazardous manual tasks.</p>
<p>Appoint Fire Wardens for each Council site and provide annual training to them for their roles and responsibilities during an evacuation (consider contacting the local Fire Brigade/SES for this training; or look at an online training option).</p>
<p>Conduct an evacuation exercise for these sites, recording what worked well and any opportunities for improvement observed.</p>
<p>Provide annual training to all workers for the required site evacuation process.</p>
<p>Refer this issue to Council’s electrical contractor for conducting ongoing electrical testing and tagging of electrical equipment.</p>
<p>Conduct a noise survey of Council’s work activities to identify and manage exposure to noise risks, including the provision of audiometric testing as required by the Qld Managing Noise and Preventing Hearing Loss at Work Code of Practice.</p>
<p>Seek assistance from LGW to perform a formal Management Review with any identified findings to be considered for inclusion in the FY25/26 WHS Management Plan.</p>

Priority
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15 HOUSING AND FACILITIES

16.1 Housing and Facilities Report – December 2025

Author: Director Housing & Facilities

Attachments: Nil

PURPOSE (EXECUTIVE SUMMARY)

The purpose of this report is to provide Council with an update of the Department of Housing and Facilities activities for the month of DECEMBER 2025.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

December figures

	<i>Invoiced</i>	<i>New jobs</i>	<i>Open jobs</i>
Q Build	19	66	227
Private	4	16	56
Facilities	16	78	282
CPO	-	-	10 see below note

Note: 3 x CP's open jobs are currently in dispute resolution with contractors

Q Build Do & Charge Program for September

- 227 - jobs currently open
- 66 - work orders received into portal
- 19 - invoiced to Q Build

2025/26 FY – Days to action Q Build jobs

	<i># of jobs</i>	<i>Average days to schedule</i>	<i>Average days to invoice</i>
December	160	3	8

FUNDED PROGRAMS

\$2.35 MILLION INTERIM CAPITAL WORKS PROGRAM

The scope of this project is to deliver one duplex and one plug-in, funded by the Department of Community, Housing and Digital Economy (DCHDE).

This project has suffered significant delays due to ongoing mitigation between Council and James Construction and the program is currently at a standstill.

Brett Langtree is working with Council's legal team on providing documentation as part of the ongoing legal proceedings.

2 x 5 bedroom Duplex, 152 Lardil Street

Following previous assurances that Jame Construction would return to site (per Sept. minutes), as of close of December 2025 James Construction have not recommenced works per scope of works

Further follow up by Council has resulted in ongoing contractual dispute between both parties.

Plug-in 30 Lardil Street

Department of Housing have issued a defect list and advised that rectification works will be accepted by photo proof of completion instead of having to return to island to hand the building over to the tenant.

James Construction started to rectify the identified defects but have since cease working on-site. Currently 10 defects need to be rectified list.

Corrected defects (per list) still to be inspected and accepted.

Keys were handed over to the tenant (by James Construction) on the 10th of December 2025

*LOCAL GOVERNMENT GRANTS AND SUBSIDIES (LGGSP)***Indigenous Knowledge Centre (IKC - Library)**

Zip Boil water tests confirm that water was within acceptable parameters. It was identified that the unit was installed incorrectly and Langtree advised HC Construction that the Zip Boil unit is under their warranty and they are to rectify it.

HC Construction were consulted and communicated to regarding the quote that Council previously provided to rectify the defects list.

HC Construction and Council have come to an agreement whereby HC Construction has issued a Purchase Order to Council, for Council to rectify the agreed defects (50 line items in total) by the last day of business in February 2026. Costs of repairs to be borne by HC Construction per PO issued.

Motel expansion

Oly Homes have been advised by Council Superintendent (Langtree) that they were the successful tenderer to build four (4) units.

Oly Homes advised that a site visit will occur in early January 2026, re assessment and logistics of this project.

Finalization of internal fitout to be completed by early January 2026

*FORWARD REMOTE CAPITAL PROGRAM \$7,328,042***Lot 926 Lardil Street 4 x 2 bedroom houses**

Plans were received of asbestos pipe location from CA Architects, quotes were requested for external contractors to remove the pipe.

Council decided to train members from Engineering/Tech Services Department, in asbestos removal. Training was completed and the technicians will undertake removal/disposal of the asbestos pipe in early January 2026.

*RESILIENCE FUNDING***Barge coolroom/freezer**

Alpha Cool commenced and completed the erection and installation of coolroom/freezer to specification requirements and timelines per contract of works.

Carpentaria Electrical have completed the electrical upgrade including installation of isolators and circuits.

Access ramp to be manufactured + pouring of concrete floor in January 2026 weather dependant.

Internal (inside fridge/freezer) electric forklift still to be determined.

Anti-vandal cages to be built around external condensers.

Guttering to be installed on roof to redirect water away from the condensers.

Seawall and barge landing

Erscon Consulting Engineers were engaged to devise a design, to reinforce the seawall and tamarind tree. Council's Engineering department provided the government two-year study (First Nations Coastal Hazard Study),

Unsatisfactory and lack of information received from Erscon Consulting.

CPO is discussing the scope of works and re-tendering of design process.

OTHER PROJECTS**Q****Build****Shed**

Contract cancelled – waiting for new scope of works once original contract is formally cancelled.

Tavern**Laundry**

Plumbing and electrical works are 90% completed with the remaining works to be completed in first week of January 2026

200Kva backup Generator - Tavern

Electrical works for the backup generator have been completed.

FINANCIAL & RESOURCE IMPLICATIONS

Housing and Facilities projects are being undertaken within 2025/26 operational budget and funding program parameters.

RECOMMENDATION

That Council receive and note the Housing and Facilities report for December 2025.

16 ENGINEERING**16.1 Engineering report - January 2026**

Author: Director Engineering

Attachments: Nil

PURPOSE (EXECUTIVE SUMMARY)

The purpose of this report is to provide Elected Members with an overview of Engineering division activities for December 2025.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS**Airport**

Allan and David have been busy maintaining the airport ground with the wet weather, looking good. The flights coming in are fully booked, with everyone returning after their Christmas break, a new windsock has been ordered and will be installed as it arrives on island.

Town Amenities / Parks and Gardens

A skeleton crew over the Christmas break kept the town tidy. Now everyone is back on deck, we are starting a new scheduled area cleaning program this year, they will also have some new equipment to supplement their stock they have now.

Fencing

Shannon has been looking after fence repairs and building cages for air conditioners and fridge condensers around town.

Roads & Civil

Erscon has been here to photograph the roads and the airport for emergency repair works. The civil crew have been cleaning the streets and repairing potholes and touching up some of the streets around the town and the airport.

Batching Plant

James Wilson has been promoted to supervisor. We will be organising someone to come in to assist James with larger pours, until James is comfortable.

Workshop

Lot of parts have not been transferred to Island, due to the wet weather. This is impacting abilities to keep machinery and vehicles on the road. The workshop is clean and tidy and the depot yards is progressively being cleaned/ tidied.

Water & Waste

Water quality testing and routine maintenance at the water plant continue as scheduled. The dam is at 96% which is full, from just 10 days of rain over the Christmas period. Levels increased from 52%.

Waste management facility & recycling

Paul has been doing a great job over Christmas keeping the dump clean. The community need to ensure dumping in the right areas, to preserve the life span of the waste cells.

Environmental Health & Animal Management

Animal

Management

We welcome Paige to the team. Paige’s role is across both Animal Control and Environmental Health, and she is permanently based on the island.

- Responding to call outs including pick up of deceased cats and dogs; assessing injuries
- Administering worm, tick/flea treatments (90 dogs 26 cats), basic first aid, vaccinations and microchipping
- Working with the school to keep dogs out of school yard
- House visits working with pet owners around education and awareness

Vets visit occurred 1 - 5 December 2025

Assessed the horse with the injured hoof

Desexing Surgeries: 13 female dogs, 5 male dogs and 6 female cats, 2 male cats = 26 total

Upcoming Projects

Water

treatment

plant

upgrade

Designs and specifications are nearing completion. Once finalised, they will be submitted to Council for approval before progressing to the tender stage.

Waste

management

facility

and

recycling

precinct

upgrades

Awaiting feedback and direction from the Department of Environment and Science before further work can proceed.

FINANCIAL & RESOURCE IMPLICATIONS

Engineering division activities are occurring within adopted 2025/26 operational budget parameters.

RECOMMENDATION

That receive and note the report for the Engineering division for December 2025.

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17 PLANNING AND COMMUNITIES**17.1 Hospitality and Accommodation report - January 2026****Author:** Director Accommodation and Hospitality**Attachments:** Nil**PURPOSE (EXECUTIVE SUMMARY)**

The purpose of this report is to provide an overview of Hospitality and Accommodation activities, for December 2025.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS**Carriage limit performance****Carriage Limit**

For the month ended	31/12/2024	30/11/2025	31/12/2025
Total People (# Sales)	3,355	1,510	1,804
Total Sales \$	275,308	110,264	147,824
Trading days	31	30	31
Average Price Per Person	82	73	82

During December 2025, carriage limit recorded an increase in both customer numbers and sales revenue of \$37,560 to November.

There were no issues to report over the Christmas period, and the team ran a very smooth operation. There was however a clear decrease to the sales, year on year. This December we sold the equivalent of 20 pallets of alcohol which in the prior year was 38 pallets. This is a significant decline. The weather was not ideal but there was no other change in factors other than preordering to December 2024. These statistics will be provided in the community safety meeting to help identify trends and other issues like the increase in home brew and other issues like people illegally bringing alcohol to island.

Laundry Upgrade

The new washing machines have now been installed, and the new chemical supplier has been scheduled to travel to the island in the first week of February to commission the system. This marks the successful completion of an important project. All laundry staff will undertake comprehensive training on the operation of the new machines and will be upskilled in the use of the new commercial laundry products.

Kitchen

The kitchen redesign is currently underway, incorporating additional funding that has recently become available. An electrical design and load assessment is scheduled for February to ensure all

power requirements are appropriately tested across the entire Tavern, including the bar area. Delivery of the kitchen project remains a key priority, with the objective of completing the works during the 2026 year. Significant effort is being made to achieve completion as early as possible.

Events**Staff Awards**

In December, an extremely successful staff awards event was delivered, with approximately 130 staff attending, making it the second-largest event of the year. The hospitality team planned and executed the event to a very high standard, with strong attention to detail across catering, decorations, and table settings, including handmade gingerbread cookies and ornaments.



New Years Eve

This was followed by the New Year’s Eve event, the largest event of the year with similar numbers to the staff awards. The team spent several days preparing the Tavern with a tropical theme, including the ever so popular photo booths that were well received by attendees. Feedback from the community has been overwhelmingly positive, with continued compliments received in the weeks following the event. These events brought significant enjoyment to the community during a challenging period and reflect the dedication and professionalism of the hospitality team.



Accommodation

Accommodation upgrades remain ongoing; however, financial constraints have resulted in a temporary pause to works in the VAC 1 rooms. In the interim, the hospitality team is actively exploring practical solutions to address the current configurations and maintenance issues within VAC 1 and VAC 2, including identifying opportunities for improvement within existing limitations.

After evaluating 3 different booking systems we have found a good solution for our new booking system. RMS is currently being onboarded and is scheduled to go live in the first quarter of 2026. This upgrade represents a significant improvement for both guests and administrative staff, providing a more streamlined user experience, improved booking oversight, and enhanced reporting and management capabilities with the option of some great addons in the future like an electronic key system etc.

Accommodation has relocated to the Facilities and Housing office over the December break and guests are being contacted accordingly on this change. This move was to enable the Accommodation team to be guest facing and manage our check ins and outs more effectively.

FINANCIAL & RESOURCE IMPLICATIONS

Hospitality and Accommodation activities are occurring within the parameters of the adopted 2025/26 operational budgets.

RECOMMENDATION

That Council receive and note the Hospitality and Accommodation report for December 2025.

17.2 Queensland Government Department of Housing Tenancy Services update - January 2026

Author: Director Corporate & Community

Attachments: 1. Mornington Island Delivery Report January 2026 [17.2.1 - 3 pages]

PURPOSE (EXECUTIVE SUMMARY)

Ms Alexia Kelso, Customer Tenancy Services, Queensland Government Department of Housing intends to provide a verbal status update related to the two hundred and twenty-nine (229) social housing properties in Gununa, Mornington Island.

BACKGROUND & PREVIOUS COUNCIL CONSIDERATIONS

Written and verbal reports from the Queensland Government Department of Housing Tenancy Services provide advice related to accounts in arrears, temporary absences and subsequent investigations, vacancies, transitional properties and a register of need.

The Department of Housing team also provide regular reports related to housing allocations and any housing tenancy matters.

Of note from the current report is that the register of need has sixty-seven current applications as at January 2026, seeking housing with a range of different bedroom requirements. This number has been steadily increasing in recent months.

The next scheduled Tenancy Services staff site visit is 2 – 6 February 2026.

FINANCIAL & RESOURCE IMPLICATIONS

There are no financial impacts for Council regarding Queensland Government Department of Housing Tenancy Services. (Council does retain the Q Build contract for maintenance and upgrade of social housing. However, this commercial arrangement is considered differently from the administrative allocation of housing for community members).

RECOMMENDATION

That Council receive and note the report related to Queensland Government Department of Housing Tenancy Services for January 2026.

Delivery Update

For Mornington Aboriginal Shire Council – January 2026

Social Housing Properties

- 229 in total Social Housing Properties
 - 1 under an Agency Appointment (Dept. acting as an agent for Council)
 - 229 under a 40yr lease arrangement

Arrears – 0 weeks and higher

- 62 accounts in arrears

Tenancy management continue to send breach notices to tenants with outstanding rent arrears
Rent arrears are decreasing.

Tenancy is working with the tenants and discussing payment plans for outstanding rent arrears –
payments plans increasing and tenants are continuing to keep plans in place

Tenancy management has successfully signed up new payment plans, arrears continue to reduce.
We will continue to with conversions and support to these tenants.

Temporary Absences being investigated/reviewed – ongoing

-

Temporary Absences Approved

- 1

VACANCIES (not including transitional housing)		
69B Wengka St	1	Under Maintenance
166 Dungal Cl	2	Under Maintenance
313 Lardil St	3	Under Maintenance

Transitional Properties / upgrades

44 Wardirran St – Tenanted

200 Lardil St – Tenantable

Register of Need – 67 applications

Bedroom	#
1	36
2	11
3	8
4	8
5	2
6	2

Tenancy Management News

- Tenancy Management currently investigating tenants not residing at properties- ongoing
- Tenancy Management continue to talk to tenants around yard maintenance, letters sent to each household – ongoing
- Tenancy Management working on promoting an application drive for the community together with council and other stakeholders – Plan in place to hold a morning tea to attract community members to apply for social housing. Poster with time and date will be sent to Council to put on social media for community. Date to be announced
- Tenancy Management will conduct household checks for overcrowding to help drive up the applications. – ongoing
- Tenancy Management commenced collecting household numbers and updating households.

Next Schedules Visits - 2026

The below trips have been booked and scheduled:

- 13-16th January – CSM Alexia Kelso and SHO Sanita Nuku
 - 2 – 6th February – SHO Sanita Nuku and SHO Angelique Scott
 - 16 – 20th February - SHO Sanita Nuku and SHO Angelique Scott
 - 2 – 6th March - SHO Sanita Nuku and SHO Angelique Scott
 - 16 – 20th March - SHO Sanita Nuku and SHO Angelique Scott
-

Tenancy Team

- Alexia Kelso Client Service Manager – 0459 864 881
- Mary Jo Craigie Senior Housing Officer - 0436 632 037
- Sanit Nuku Senior Housing Officer – 0436 632 074
- Angelique Scott Senior Housing Officer – 0436 632 036
- Jodie Zantiotis Senior Housing Officer – 0436 632 038

Tenancy Team Movements

- Office will be closed when the team is not on the island.
- Tenancy Management will continue to provide a housing service to the community. The team will be available by phone in the hours between 8:30 – 4:30 Monday to Friday.

Contact Details

Alexia Kelso Customer Service Manager

Ph: 07 44 372 719

M: 0459 864 881

Department of Housing and Public Works

19 West St Mount Isa Qld 4825

18 GENERAL BUSINESS**19 CONFIDENTIAL REPORTS**

Nil

19.2 Variation to contract awarded Lot 926 - Queensland Kit Homes**CONFIDENTIAL**

Section under the Regulation:	The grounds on which part of the Council or Committee may be closed to the public are listed in Section 254J of the Local Government Regulations 2012.
Sub-clause and Reason:	Section 254J(g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government

20 NEXT MEETING**21 CLOSURE**