



2026-2027

ANNUAL OPERATIONAL PLAN





📍 25 Lannercost Street Ingham QLD 4850

☎ 07 4776 4600

✉ council@hinchinbrook.qld.gov.au

💻 hinchinbrook.qld.gov.au

ACKNOWLEDGEMENT OF THOSE WHO SHAPED THE HINCHINBROOK WAY

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

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

Their stories, knowledge, and custodianship continue to enrich the identity of our region.

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

We recognise the service and sacrifice of our local defence personnel – past and present – whose commitment has helped safeguard the freedoms and values we uphold today. Council is committed to fostering an inclusive, respectful, and resilient community – one that values all those who have helped shape the Hinchinbrook of today and continue to contribute to its future.

ENDORSEMENT

© Copyright Hinchinbrook Regional Council 2026

Adopted by Council on 30 June 2026

Resolution #3062026-11

1. Connected

Our connected Council works as one team. We foster collaboration and unity across all departments and the community to achieve common goals.

Item	Activity or initiative	Measures of success		Linkage to Corporate Plan		Lead delivery area
1.1.1	Continued advocacy for establishment of a Country University Centre facility in Ingham	1.1.1.1	Business case revised and adapted to consider alternative funding pathways, aside from the Federal Government	1.1	Advocate for tertiary education and training facilities in the region	Economic Development and Tourism
1.2.1	Continued development and implementation of targeted strategic advocacy plans to attract government investment	1.2.1.1	Advocacy plans are developed and implemented in line with election and budgetary cycles of the State and Federal Government	1.2	Effectively engage, educate and inform the community on economic and other opportunities and important regional topics	Strategic Communications
1.2.2	Continued development and implementation of an Economic Development Roadmap for the Shire to guide investment facilitation efforts of Council	1.2.2.1	Economic Development Roadmap initiatives are implemented as planned	1.2	Effectively engage, educate and inform the community on economic and other opportunities and important regional topics	Economic Development and Tourism
1.4.1.	Continued delivery of the Hinchinbrook Employment and Skills Reference Group to facilitate engagement with education and training providers on opportunities for enhancement of opportunities for residents	1.4.1.1	Meetings are held on a monthly basis	1.4	Promote employment and training opportunities to retain youth	Economic Development and Tourism
		1.4.1.2	Council considers potential for a development plan for the sector supported by community consultation on future needs			
1.5.1	Consider and implement options for recognition of contributions of individuals and businesses to the local economy	1.5.1.1	Options are considered by Council and implementation plan developed	1.5	Acknowledge the contribution of individuals and businesses to developing the Hinchinbrook economy	Economic Development and Tourism

Item	Activity or initiative	Measures of success		Linkage to Corporate Plan		Lead delivery area
1.8.1	Review and identify opportunities for enhancements to Council's ambassador programs, including identification of new volunteering initiatives	1.8.1.1	Undertake a review of relevant programs supported by ambassadors to ensure community support is effective and the necessary training and support is provided to undertake their duties	1.8	Activate public spaces through volunteer-led projects: engage volunteers in placemaking initiatives	Community and Cultural Services
		1.8.1.2	Consider opportunities for new ambassador programs			
1.9.1	Review and refinement of Council's community engagement activities, particularly with project delivery activities, community/sporting groups and community progress associations, in accordance with Council's revised policy	1.9.1.1	Council's community engagements are reviewed and refined in light of Council's revised policy, with continuous improvements applied	1.9	Support neighbourhood-based groups to promote sharing of resources, information and support networks	Community and Cultural Services
1.10.1	Continued implementation of plans and strategies to enhance Council's communication activities	1.10.1.1	Council's website upgrades completed to ensure information is within corporate memory	1.10	Deliver effective community information and education programs to encourage participation in Council business and to enhance the region's liveability	Strategic Communications
		1.10.1.2	Procedures implemented for development and approvals of communications and media materials			
1.11.1	Deliver Council grant funding programs to community: - Council's Community Grants program - Regional Arts Development Fund	1.11.1.1	Council's Regional Arts Development Fund (RADF) and Community Grant programs are delivered	1.11	Encourage connection, resilience, equality and inclusion in the community	Community and Cultural Services
		1.11.1.2	Increased awareness is achieved of Council's RADF program			

Item	Activity or initiative	Measures of success		Linkage to Corporate Plan		Lead delivery area
1.11.2	Deliver a diverse range of arts and cultural programs to community	1.11.2.1	Continued investment in promotion of arts and gallery activities	1.11	Encourage connection, resilience, equality and inclusion in the community	Community and Cultural Services
		1.11.2.2	Continued investment in Shire art awards			
		1.11.2.3	Return of services to the JL Kelly Theatre following refurbishment			
		1.11.2.4	Development and curation of event programs for the JL Kelly Theatre			
1.11.3	Deliver targeted engagement and participation initiatives with key community sectors: • Youth Week • Seniors Week • Recognition of Volunteers • Tasman Turtle's Picnic Day • Baby Welcoming Ceremony • Disaster preparedness	1.11.3.1	Programs and services delivered to relevant cohorts	1.11	Encourage connection, resilience, equality and inclusion in the community	Community and Cultural Services
1.13.1	Continue ongoing programs to drive community behaviour changes in waste management and avoid unnecessary waste to landfill	1.13.1.1	Development of a multi-year community education plan for waste services	1.13	Support education programs that contribute to improved environmental and community outcomes	Waste and Compliance Services
		1.13.1.2	Community education programs are implemented across community			

2. Resilient

Our resilient Council knows our numbers and knows our business. We maintain a comprehensive understanding of operations and budget to enhance efficiency and ensure informed decision-making.

Item	Activity or initiative	Measures of success		Linkage to Corporate Plan		Lead delivery area
2.1.1	Delivery of Council's adopted annual Capital Works program (Appendix 1)	2.1.1.1	% delivery of planned capital investment activities for the financial year	2.1	Manage and maintain critical infrastructure networks and services to minimise impacts on community, economy and the environment	Director Infrastructure Services
		2.1.1.2	Monthly reporting to Council			
		2.1.1.3	Quarterly reporting to the Audit and Risk committee on high-risk delivery items			
2.1.2	Promote and activate Shire venues to maximise their utilisation, attract new and diverse events, increase visitor numbers, and stimulate local economic growth	2.1.2.1	Return of services to the JL Kelly Theatre following refurbishment	2.1	Manage and maintain critical infrastructure networks and services to minimise impacts on community, economy and the environment	Community and Cultural Services
		2.1.2.2	Development and curation of event programs for the JL Kelly Theatre			
		2.1.2.3	Review and pursue opportunities for increased utilisation of community facilities including the TYTO Conference and Events Centre and Ingham Showgrounds			
2.1.3	Delivery of Road Maintenance Performance Contract (RMPC) activities	2.1.3.1	Fulfill contract obligations within the approved budget	2.1	Manage and maintain critical infrastructure networks and services to minimise impacts on community, economy and the environment	Infrastructure Operations

Item	Activity or initiative	Measures of success		Linkage to Corporate Plan		Lead delivery area
2.1.4	Asset Management Plans are developed and implemented across all of Council's assets	2.1.4.1	Asset management plans are developed and adopted by Council	2.1	Manage and maintain critical infrastructure networks and services to minimise impacts on community, economy and the environment	Infrastructure and Assets
		2.1.4.2	Outputs of the asset management plans are informing future Council budgets			
		2.1.4.3	Inspection programs are established and delivered			
2.1.5	Improved coordination of development assessment and infrastructure management activities to improve the quality and timeliness of advice to Council and applicants	2.1.5.1	Internal reference panel/coordination team is established	2.1	Manage and maintain critical infrastructure networks and services to minimise impacts on community, economy and environment	Development and Regulatory Services
		2.1.5.2	Regular meeting cycle established			Infrastructure and Assets
		2.1.5.3	Meeting outcomes communicated to Council			
2.2.1	Continued facilitation and advocacy of initiatives that protect and enhance the Hinchinbrook Shire's rural drainage network	2.2.1.1	Continued facilitation of Hinchinbrook Drainage Advisory Group Meetings	2.2	Develop, manage and maintain the drainage network for the protection of the community and our environment	Director Infrastructure Services
		2.2.1.2	Advocacy and project priorities established and pursued			
2.3.1	Implementation of funded projects to accelerate housing development in the Ingham-Toobanna corridor and Sir Arthur Fadden Parade	2.3.1.1	Delivery of infrastructure planning and capital project activities as scheduled	2.3	Investigate incentives and urban design approaches to encourage better utilisation of well-located vacant and under-occupied land and private dwellings to increase housing supply	Infrastructure and Assets

Item	Activity or initiative	Measures of success		Linkage to Corporate Plan		Lead delivery area
2.5.1	Delivery of funded community resilience programs following the February 2025 floods	2.5.1.1	Delivery of initiatives and programs in accordance with Council's funding arrangements under Category C of the Disaster Relief and Recovery Arrangements	2.5	Establish a Community Resilience Program to enhance disaster preparedness and recovery capabilities	Community Recovery and Resilience
		2.5.1.2	Reporting to Council on a monthly basis			
		2.5.1.3	Funding reporting and acquittals timelines are met			
2.6.1	Implement outcomes of the Coastal Hazard Adaptation Strategy and flood resilience plans into Council's asset, land use and regulatory planning frameworks	2.6.1.1	Identify actions of the Coastal Hazard Adaptation Strategy requiring short-term implementation into: - Development and Regulatory Services - Asset Management Plans - Planning Scheme - Local Laws - Develop timeline for achievement of actions	2.6	Develop resilience plans to protect against climate and market shocks/volatility	Infrastructure and Assets Development and Regulatory Services
2.8.1	Undertake amendments to the Hinchinbrook Shire Planning Scheme to plan for growth and emerging community needs	2.8.1.1	Public consultation of proposed amendments to the planning scheme	2.8	Undertake integrated strategic land use and infrastructure planning to manage growth in a financially and environmentally sustainable manner that enhances liveability	Development and Regulatory Services
		2.8.1.2	Adoption pathway identified and progressed			

Item	Activity or initiative	Measures of success	Linkage to Corporate Plan	Lead delivery area
2.10.1	Deliver improvements to Council's waste management facilities to enhance service longevity and reliability	2.10.1.1 Planned capital investment and business planning is delivered on time and within budget	2.10 Continue to improve and deliver sustainably efficient waste management and resource recovery practices	Waste and Compliance Services
		2.10.1.2 Forward capital investment and business needs are identified and planned		
2.11.1	Implement the Hinchinbrook Local Government Area Biosecurity Plan (HLGABP)	2.11.1.1 Activities implemented as scheduled in the plan	2.11 Implementation of the Hinchinbrook Local Government Area Biosecurity Plan	Biosecurity

3. Authentic

Our authentic Council focuses on the community. We prioritise community needs and satisfaction in all service interactions.

Item	Activity or initiative	Measures of success	Linkage to Corporate Plan	Lead delivery area
3.1.1	Reestablish internal project management and asset management steering committees to provide overarching governance to Council's service delivery	3.1.1.1 Meeting schedule is implemented with reporting to Council	3.1 Deliver well planned infrastructure that is sustainable and contributes to vibrant communities	Director Infrastructure Services
3.2.1	Review and refine service delivery expectations for sporting and recreational facilities to ensure sustainability and community satisfaction	3.2.1.1 Service level review undertaken and adopted by Council	3.2 Provide sporting, recreational, parks, playgrounds and aquatic facilities that contribute to and enhance the lifestyle of the community	Public Spaces

Item	Activity or initiative	Measures of success	Linkage to Corporate Plan	Lead delivery area
3.6.1	Identify and deliver appropriate methods for promotion of Shire investment opportunities	3.6.1.1 Investment attraction and promotion materials are developed in accordance with Council's corporate communications and economic development strategy priorities	3.6 Continue to develop and promote the Hinchinbrook Investment Prospectus	Economic Development and Tourism Strategic Communications
3.8.1	Review and refine delivery of Council's Australia Day Awards program to ensure activities continue to meet community expectations	3.8.1.1 Review undertaken on Australia Day activities and strategy development for ongoing implementation	3.8 Support sporting and community volunteers and recognise the need to reinvigorate a passion for volunteering	Community and Cultural Services
3.12.1	Develop and manage Council's budget with a view to ongoing financial sustainability	3.12.1.1 Delivery of Council's service program within financial budgets 3.12.1.2 Service efficiency opportunities are actively monitored and delivered 3.12.1.3 Engagement of external advisory support where required to plan for financial sustainability	3.12 Promote a strong financial management focus on long term financial sustainability	Financial Services (all ELT support)
3.13.1	Continue to implement Council's Governance Improvement Program	3.13.1.1 Delivery of tasks within Council's established Governance Improvement Program	3.13 Demonstrate open and transparent leadership	Business Services
3.13.2	Drive active participation in Council's internal and external audit programs as a key method of driving continuous improvement in the organisation	3.13.2.1 Delivery of planned internal and external audits 3.13.2.2 Findings planned and delivered for implementation as required	3.13 Demonstrate open and transparent leadership	Business Services

Item	Activity or initiative	Measures of success	Linkage to Corporate Plan	Lead delivery area
3.14.1	Continue to implement and enhance Council's AI capabilities for customer service and business improvement	3.14.1.1 Implementation of planned investment in AI customer service platforms	3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes	Information Services
		3.14.1.2 Review and monitoring of customer satisfaction		
		3.14.1.3 Forward strategies developed for future investment		
3.14.2	Continue to implement and evaluate the performance of Council's cyber security environment	3.14.2.1 Continued implementation of system and service upgrades to improve Council's cyber posture	3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes	Information Services
		3.14.2.2 Engagement in audit processes to review and refine cyber security environment		
3.14.3	Implement planned improvements to Council's Enterprise Resource Platform and corporate systems	3.14.3.1 Following completion of procurement processes, project delivery milestones and budget is achieved	3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes	Information Services
3.14.4	Implement improved processes and procedures to ensure contractors and suppliers to Council receive timely and accurate payment for their goods and services	3.14.4.1 Improved adherence to Council's policies and procedures is achieved	3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes	Financial Services
		3.14.4.2 Payment terms of suppliers are consistently met		
3.14.5	Finalise Council's local law review and develop a community education package for community awareness	3.14.5.1 Local law review project is completed	3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes	Development and Regulatory Services
		3.14.5.2 Community promotion and education activities delivered		

Item	Activity or initiative	Measures of success	Linkage to Corporate Plan	Lead delivery area
3.14.6	Continue targeted building and land use compliance activities for rural residential and urban land use activities including management of shipping containers on residential properties and unapproved dwellings	3.14.6.1 Regular inspection programs are delivered 3.14.6.2 Compliance processes are monitored and tracked, with reporting to Council	3.14 Improve methods of service delivery to the community based on innovation, feedback and review processes	Development and Regulatory Services

4. Aspirational

Our aspirational Council challenges the status quo. We encourage innovation by questioning existing practices and seeking continuous improvement.

Item	Activity or initiative	Measures of success	Linkage to Corporate Plan	Lead delivery area
4.1.1	Develop a renewed cemeteries governance framework to ensure sustainable asset management and quality user experience, including improved maintenance and communication with users	4.1.1.1 Development and adoption of a renewed policy framework and procedures for management of cemetery operations 4.1.1.2 Establishment of a reference group to inform decision making on cemetery operations	4.1 Prioritise infrastructure projects that will contribute to the Hinchinbrook Shire's liveability and further development	Development and Regulatory Services
4.10.1	Review and refine Council's existing housing and residential planning activities for effectiveness in generating future housing supply	4.10.1.1 Review of existing Local Housing Action Plan activities to ensure efforts are targeted towards supply and delivery 4.10.1.2 Delivery of a new housing strategy that aligns community expectations with infrastructure and land use planning aspirations	4.10 Ensure the region's Planning Scheme remains adaptive and flexible to accommodate global housing trends and opportunities	Director Corporate, Community and Development Services

Item	Activity or initiative	Measures of success		Linkage to Corporate Plan		Lead delivery area
4.11.1	Pursue external funding opportunities to enhance marine access from Hinchinbrook Shire as a key tourism opportunity	4.11.1.1	Approval processes completed for dredging of the Dungeness marine channels	4.11	Advocate for continued island access through channel maintenance and dredging programs	Chief Executive Officer
		4.11.1.2	Inclusion of shovel-ready projects in Council's advocacy activities			
4.15.1	Implement and deliver activities under Council's Local Resilience Action Plan as funding opportunities arise	4.15.1.1	Prioritise and advocate for activities in Council's Local Resilience Action Plan to be funded and delivered	4.15	Adapt and manage environmental risks and hazards	Chief Executive Officer
		4.15.1.2	Deliver projects which receive funding endorsement			
4.17.1	Continued implementation in training programs that enhance Council's leadership and management capabilities	4.17.1.1	Internal and external leadership programs implemented and embraced by staff	4.17	Support and build effective leadership and management capability in our staff	People, Culture and Safety
4.20.1	Comprehensively review Council's customer service environment to increase satisfaction for external users and streamline processes	4.20.1.1	Review undertaken of key areas for improvement and recommendations implemented	4.20	Transform Council's business and industry interaction through an enhanced customer focus and implementation of innovative technology solutions	Business Services
		4.20.1.2	Revision of Council's customer service charter undertaken			Development and Regulatory Services

Project delivery

The project plan, adopted by Council on 25 June 2026 as part of the 2026-2027 Budget, is included in the Annual Operational Plan and outlined below. It comprises 49 projects totalling \$14,152,867 in capital works and operational uplifts, with more than half funded through external grants from the Australian and Queensland Governments.

Item	Activity or initiative	Budgeted for 2026-2027
1.	Cold room replacement at Hinchinbrook Shire Hall	\$75,000
2.	Facilities Roof Renewal Program	\$100,000
3.	Lighting upgrades at Hinchinbrook Shire Library	\$100,000
4.	New disability platform lift for 25m pool at Hinchinbrook Aquatic Centre	\$65,000
5.	Macknade water reservoir roof replacements	\$166,000
6.	Foyer refurbishment at JL Kelly Theatre	\$100,000*
7.	Infrastructure upgrade at Vince Corbett Park, Forrest Beach	\$579,750*
8.	Culvert Renewal Program	\$60,000
9.	Design for Drainage Improvement Program	\$30,000
10.	Fleet Replacement Program	\$500,000
11.	Leachate storage tanks	\$190,000
12.	Ingham Memorial Gardens pathway improvement	\$5,000
13.	Walking track upgrade at Taylors Beach foreshore	\$11,011
14.	Half basketball court at Merv Whacker Park, Ingham	\$50,000*
15.	Half basketball court at Leo Park, Trebonne	\$40,000*
16.	Pump track at Merv Whacker Park, Ingham	\$250,000*
17.	Playground revamp design for Borello Park, Lucinda	\$40,000*
18.	Enhancement of Riverview Park, Halifax	\$10,000*
19.	Hinchinbrook Shire Council 150th anniversary publication	\$20,000

Item	Activity or initiative	Budgeted for 2026-2027
20.	Cassady Creek boat ramp studies	\$86,000
21.	Development of waste master plan	\$75,000
22.	Enterprise resource platform (corporate finance management system) review	\$1,000,000
23.	Kopper log bollards at Leo Park, Trebonne	\$7,900
24.	Design of leachate management	\$68,000
25.	Legal claim management of Warrens Hill Resource Recovery and Landfill Centre's cell one landfill capping design	\$309,120
26.	Replacement of playground equipment at Leo Park, Trebonne	\$40,570
27.	Technology infrastructure uplift	\$183,437
28.	Kerb and Channel Renewal Program schedule for: - Gorton Street, Trebonne - Miles Street, Ingham - Trebonne Road, Trebonne	\$810,000
29.	Design of Kerb and Channel Renewal Program	\$30,000
30.	Macknade Creek bridge replacement, Old Wharf Road, Macknade	\$990,000**
31.	Design of Pavement Renewal Program	\$40,000
32.	Stallans Lane road widening	\$120,000
33.	Annual Bitumen Reseal Program	\$300,000***
34.	Gravel Resheeting Program	\$367,816***
35.	Cooks Lane, Cordelia	\$300,000****
36.	Lannercost Extension Road, Lannercost	\$300,000****
37.	Menzies Street, Ingham	\$220,000****
38.	Taylors Beach Road drainage review	\$31,512****
39.	Upgrade of Venables Crossing Road, Lannercost	\$159,848****
40.	Car park upgrade at Ingham Showgrounds	\$65,000*

Item	Activity or initiative	Budgeted for 2026-2027
41.	Improved parking at Merv Whacker Park, Ingham	\$50,000*
42.	Detailed planning for Taylors Beach Seawalk	\$125,000*
43.	Design to extend sewer line from Ingham Showgrounds to Warrens Hill	\$70,000
44.	Extension of reticulated sewerage at Sir Arthur Fadden Parade, Ingham	\$984,365****
45.	Extension of reticulated sewerage along Townsville Road, Ingham to Toobanna	\$4,132,538*****
46.	Sewer rising main duplication for sewer pump station 1	\$500,000
47.	Sewerage Pump Replacement Program	\$60,000
48.	Repair and replace water monitoring bores	\$70,000
49.	Water Main Replacement Program	\$265,000

* The Works for Queensland Program is proudly funded by the Queensland Government in partnership with Hinchinbrook Shire Council.

** This is funded by the Australian Government's Safer Local Roads and Infrastructure Program in association with Hinchinbrook Shire Council.

*** This is funded by the Australia Government's Roads to Recovery Program in association with Hinchinbrook Shire Council.

**** This is funded by the Queensland Government through the Transport Infrastructure Development Scheme (TIDS) in partnership with Hinchinbrook Shire Council.

***** This is funded by the Queensland Government through the Residential Activation Fund in partnership with Hinchinbrook Shire Council.