



Operational Plan 2026/2027

1. Strong Culture, Community and Identity

Item No.	Operational Plan Target	Performance Measures	By Who	Timing	Status
1.1	Government Stakeholder Engagement and Advocacy.	Develop, adopt, implement, and maintain a targeted Advocacy Strategy Priorities document outlining Morrington's urgent priorities for submission to state and federal ministers. Conduct targeted delegations to Commonwealth and Queensland Government key stakeholders. Monitor and report on state and federal responses to ensure external funding and policy decisions meet local community aspirations.	CEO	30/06/2027 Ongoing Ongoing	
1.2	Community Events Calendar of Events.	Develop and publish a calendar of community events - minimum of four (4) events annually. Secure funding for community events. Successful facilitation and completion of community events including acquittals. Monthly progress reports to Council.	Manager Community	30/06/2027	
1.3	Cemetery Expansion.	Progress mediation and consultation with Traditional Owners Registered Native Title Body Corporate to secure the expansion area land-use agreement.	DCC	30/06/2027	
1.4	Staff and Contractor Cultural Awareness Induction Program.	All staff and contractors undertake cultural awareness training including annual refresher training with HR training records updated.	DHR	30/06/2027	

2. Good Governance and Community Engagement

Item No.	Operational Plan Target	Performance Measures	By Who	Timing	Status
2.1	Ensure leadership and decision making is transparent, accountable and represents the current and future interests of the region's communities.	Council Minutes to be published on website in accordance with requirements of the Local Government Act. Councillors and Senior Staff Register of Interests and Register of Related Parties are current and comply with the Local Government Act.	DCC CEO	30/06/2027 30/06/2027	
2.2	Implement effective community consultation processes that enable participation, engagement and collaboration.	Development and implementation of Community Engagement Strategy which includes at least eight (8) community engagement activities.	Manager Community	30/06/2027	
2.3	Policy Implementation.	All Statutory Policies reviewed, endorsed and available on website.	DCC	30/06/2027	
2.4	Annual Operational Plan.	Completion of Annual Operational Plan with Annual Budget. Quarterly reporting to Council.	DCC	30/06/2027	
2.5	Adoption and reporting of Annual Budget.	Legislative compliance and monthly report to council.	DFCSS	Ongoing	
2.6	Annual Audit.	Completion of Annual Annual Financial Statements and Audit within timeframe.	DFCSS	30/11/2026	
2.7	Annual Report.	Completion of Annual Report and endorsement by Council within 30 days of receiving final Audit Report.	DCC	31/12/2026	
2.8	Enterprise Risk Management Plan Development.	Development of Organisational Enterprise Risk Management Policy, Framework and Guidelines.	DCC	30/06/2027	
2.9	Establishment of an Audit and Risk Committee.	Developed in conjunction with external parties.	DCC	30/06/2027	
2.10	Media and Communication strategies developed.	Newsletter distribution. Implementation of Communications Strategy and Policy.	DCC	Ongoing 30/12/2026	

3. Safe, Healthy and Inclusive Communities

Item No.	Operational Plan Target	Performance Measures	By Who	Timing	Status
3.1	Implement the Recreational Master Plan.	Seek funding to establish the oval precinct. Obtain funding to upgrade the oval. Build the funded Splash Park within the masterplan precinct. Expand the footpath and bikeway network.	CEO & Manager Community	30/06/2027	
3.1	Development of Community Safety Plan.	Community Safety Plan developed and endorsed.	Manager Community	30/ 6/2027	
3.2	Monthly Community Safety Committee Meetings.	Safety Committee Meetings reports submitted to monthly Council meetings.	Manager Community	Ongoing	
3.4	Plan programs that enable participation in sport and recreation.	Development and implementation of a Sport and Recreation Plan.	Manager Community	30/06/2027	
3.5	Establish partnership with stakeholders to increase opportunity for participation in sport and recreation.	Development and implementation of a Sport and Recreation Plan.	Manager Community	30/06/2027	
3.6	Environmental Health Plan.	Environmental Health Plan endorsed and delivered.	DEI	30/06/2027	
3.7	Animal Management Plan.	Animal Management Plan endorsed and delivered. Quarterly animal management veterinary service undertaken.	DEI	30/06/2027	
3.8	Ensure all food premises comply with The Food Act.	Food premises licenced as required.	DEI	30/06/2027	
3.9	CCTV System Upgrade	Source funding, develop scope of works and external contractor engaged for implementation.	DCC	Ongoing	
3.10	Efficient and compliant operations of Carriage Limit Facility.	Carriage limits operating as per Alcohol Management Plan and Liquour Licencing requirements. Inventory management procedures and policies in place.	DHA	Ongoing	
3.11	Development and expansion of Library Services.	Implementation and facilitation of programs for community. Increase community engagement and participation with library services. Monthly reports to Council.	Manager Community	Ongoing	

4. Housing, Essential Services and Liveability

Item No.	Operational Plan Target	Performance Measures	By Who	Timing	Status
4.1	Implement the Social Housing Program for community.	Define and commence implementation of the Social Housing Building program. Commence negotiations with GRAC and RILPO for access to additional land for community housing.	DFCSS CEO & DCC	30/06/2027	
4.2	Maintain drinking water quality and compliance with standards and ensure long term supply and accessibility.	Ensure legislative reporting requirements relating to water are complied as required and compliant with monthly reports to Council.	DEI	Monthly	
4.3	Asset Management Plan.	Development Long Term Asset Management Plan for all asset classes. Implementation of system for asset management and maintenance.	DFCSS	30/06/2027	
4.6	Road management and expansion of existing roads program.	Completion of Roads Works Program including preventative maintenance as per 2026/2027 program Approval of the 2027/28 roads program by QRA Establish a roads plant fleet capital program to support the approved roads programs Seek funding to pave both Birri Road and Ballandeah Road to their maximum length. Seek funding to expand the number of causeways and culverts on the current road network. Expand the road network to include additional outstation roads.	DEI DEI DEI DEI DEI	30/06/2027 Ongoing Ongoing Ongoing Ongoing	
4.7	Implementation of Expanded Infrastructure Program	Define and Implement the PMO major projects program Define and commence implementation of the ancillary major projects program: Water Treatment Plant Waste and Landfill Redevelopment program Resource recovery and recycling facility Splash Park	DFCSS CEO	ongoing ongoing	
		Develop and implement a maintenance and upgrade program for all Council buildings and facilities.	DEI	ongoing	
		Seek funding to design additional Council staff accommodation on Cemetery Road.	DFCSS	30/06/2027	

5. Economic Development and Jobs					
Item No.	Operational Plan Target	Performance Measures	By Who	Timing	Status
5.1	Actively support projects which have a high local engagement component.	Implement and develop Economic Development/Small Business Strategy and Plan.	CEO/DCC	Ongoing	
5.2	Actively engage and support empowerment related projects and organisations which provide training and employment opportunities for shire residents.	Continued relationship development with RISE Ventures.	DHR	Ongoing	
5.3	Support opportunities to provide local entrepreneurs with mentoring, business planning support, microfinance, and access to markets.	Coordination with Department of Women, Aboriginal and Torres Strait Islander Partnerships and Muticulturalism (DWATSIPM) and NIAA undertaken.	DHR	30/06/2027	
5.4	Support workshops and training in digital skills, business management, and cultural tourism enterprise.	Jobs Expo and Professional Mentoring, Digital Skills, Business Management and Cutural Tourism events held in community.	DHR & Manager Community	30/06/2027	

6. Caring for Country and Environment					
Item No.	Operational Plan Target	Performance Measures	By Who	Timing	Status
6.1	Review and update Mornington Disaster Management Program.	Disaster Management Plan review undertaken. Local District Disaster Management quarterly meeting with reports tabled to Council. Participation in 1 annual disaster management exercise. Annual Clean Up done in November/December.	Disaster Management Officer	30/06/2027 Ongoing 30/06/2027 30/11/2026	
6.2	Delivery of Parks and Gardens Program	Parks and Gardens Program including scheduled maintenance plan implemented.	DEI	30/06/2027	

7. Strong Organisation and Workforce					
Item No.	Operational Plan Activities/Target	Performance Measures	By Who	Timing	Status
7.1	Improve Council efficiency and effectiveness	Implement the base modules of the new ReadyTech finance system including payroll and finance modules. Implement the new ELMO HR system. Implement the new accommodation booking and management system RMS. Implement a WHS improvement plan for the whole of Council incuding annual review.	DFCSS DHR DHA DHR	30/11/2026 31/12/2026 31/10/2026 30/06/2027	
7.2	Foster appropriate corporate culture that aligns with Council's Mission, Values and Behaviours.	Implement a Workforce Development Plan.	DHR	Ongoing	
7.3	Maintain and develop human resource management policies, procedures and systems for current and future workforce needs.	Policy and procedures updated with reviews undertaken at nominated dates.	DHR	Ongoing	
7.4	Deliver professional development opportunities and pathways for all employees.	Implement a Workforce Development Plan. Percentage of employees receiving development opportunities annually	DHR DHR	Ongoing	
7.5	Implement an appropriate staff performance appraisal and development system linked to strategic, operational and business plans.	Percentage of appraisals completed.	DHR	Ongoing	
7.7	Information sessions for all Council staff on Employee Code of Conduct and workplace, health & safety policy and procedures.	Workshops completed and staff aware of their obligations.	DHR	Ongoing	
7.8	Information Technology Systems & Plans.	IT & Cyber Security Plans implemented with staff training undertaken. Incidents managed.	DCC	Ongoing	
7.9	Business Enterprises.	The following Business Services provide quarterly reports to Council on their activities as set out in the Corporate Plan: Airport Services Hospitality & Accomodation Services Mechanical Workshop Fuel Servicing Warehouse Services General & Cemetery Services Concrete Batching Plant	DEI DHA DEI DEI DFCSS Manager Community DEI	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing	