



QUILPIE SHIRE COUNCIL

ANNUAL REPORT 2024-25

Adavale | Cheepie | Eromanga | Quilpie | Toompine



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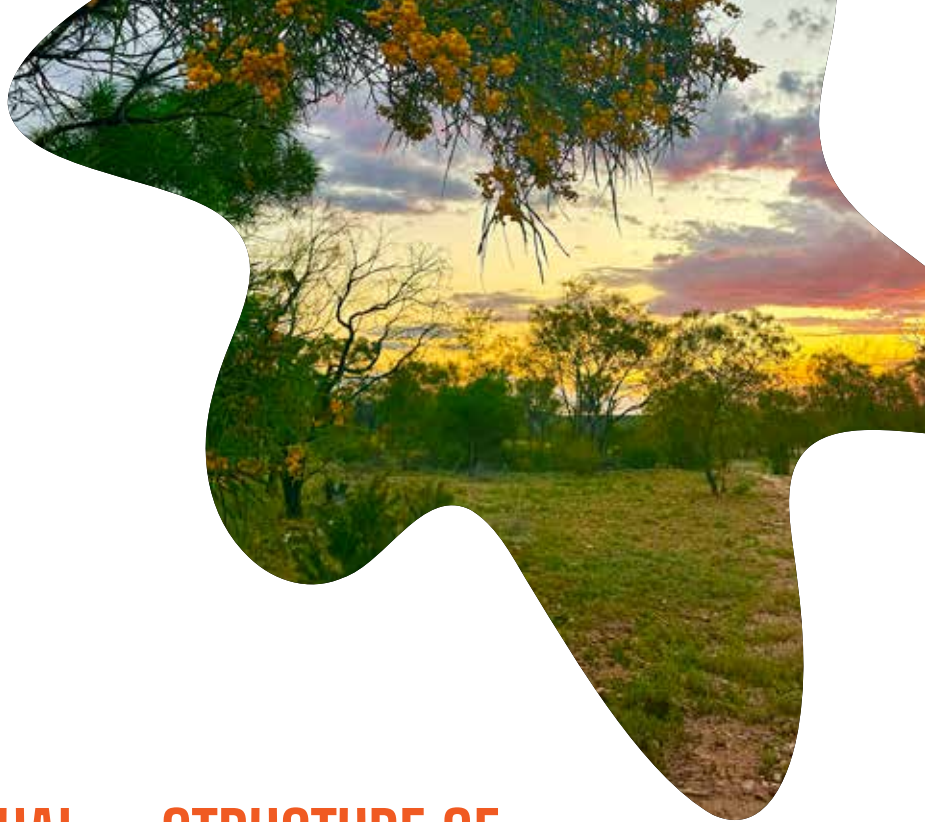
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1

INTRODUCTION



WELCOME TO OUR ANNUAL REPORT FOR 2024/25

Our Annual Report is our foremost accountability tool for corporate governance, providing financial and non-financial information in relation to the efficiency and effectiveness of Council's operations for the past financial year (1 July 2024 to 30 June 2025).

While Council is required by legislation to prepare and adopt an Annual Report, it plays a vital role in providing a comprehensive and transparent overview of the performance and activities of Council, specific statutory reporting and an externally audited Financial Report.

Our overarching plan is our Corporate Plan 2022-2027, which guides the operational plan and annual budget, including the capital works program. It underpins Council's decision making and is central to how we prioritise and deliver programs and services in the short, medium and long term.

The Corporate Plan sets out four strategic priority areas that Council's performance is measured against:

1. **Great Place to Live**
2. **Flourishing Economy**
3. **Environmental Sustainability**
4. **Strong Governance**

This Annual Report is part of Council's commitment to open, transparent and accountable governance. It informs Council, ratepayers, community members and other stakeholders of the achievements and challenges of the past financial year and provides key information required under the *Local Government Act 2009* and other relevant legislation.

STRUCTURE OF THIS REPORT

This Report is divided into seven sections:

- **Introduction** – includes a welcome message and shares information about the Quilpie shire, so you know who and where we are.
- **Our council** – includes a message from our Mayor and a report from our CEO to give an overview of the past year, our purpose and strategy, introduces our elected members and governance structure.
- **Our organisation** – includes our organisational structure, introduces our Executive Leadership Team, our people, safety, health and wellbeing.
- **Our performance** – in this section we report against our four strategic priorities; providing a status update on the completion of the 2024/25 operational plan and capital works program, and the progress of the Corporate Plan 2022-2027.
- **Our legislative reporting** – includes statutory Information that Council is required to report on each year.
- **Our finances** – includes the Community Financial Report, audited General Purpose Financial Statements and Sustainability Statements for the year ending 30 June 2025.
- **Index** – includes an acronyms and a reference index.

HOW TO OBTAIN A COPY OF THIS ANNUAL REPORT

Our annual report is available online through Council's website at <https://quilpie.qld.gov.au/strategic-publications/>

FEEDBACK ON THIS REPORT

Council welcomes your feedback on this report or if you would like information on any matters contained in this document, please email through to admin@quilpie.qld.gov.au

REPORT DESIGN INSPIRATION

In the heart of Queensland's Quilpie Shire, the local flora offers endless inspiration. From the resilient mulga and gidgee trees to bursts of colour from desert peas and wildflowers after rain, each plant tells a story of endurance and beauty. Their ability to thrive in arid landscapes mirrors the spirit of the region—strong, adaptive, and quietly vibrant. Inspiration was drawn from these natural forms and hues, capturing the rugged elegance of the outback. The flora of Quilpie is more than scenery—it's a living testament to creativity born from resilience.

QUILPIE LOGO

Our logo, the multi-coloured Q, represents the "Quilpie Shire". The logo was developed around 2008 in consultation with our community.

The blended colours in the logo are representative of opal, with each individual colour representing the following important sectors of our Shire:

- Red – Community
- Green – Primary Industries
- Dark Yellow – History
- Blue – Palaeontology
- Brown – Geology

ACKNOWLEDGEMENT

We acknowledge the traditional owners of this land, all of whom have a deep attachment to the Quilpie Shire.

Quilpie Shire is the ancestral home of the Mardigan, Boonthamurra, Bidjara, Wongkumara and Kullili peoples; their traditional lands traverse the Quilpie Shire's local government boundaries. For many thousands of years, these tribes survived and thrived in this remote and rugged environment, maintaining the land and waterways, which provided a rich source of food and resources.

The Quilpie Shire covers an area of 67,415 square kilometres – equivalent in size to the state of Tasmania – and lies on ancient floodplains known as Channel Country. The shire includes the small outback townships of Adavale, Cheepie, Eromanga, Quilpie and Toompine.

OUR SHIRE

KEY STATISTICS

GRP

\$0.11B

NIEIR 2024

POPULATION

709

ABS ERP 2024

EMPLOYED RESIDENTS

376

NIEIR 2024

LARGEST INDUSTRY (BY EMPLOYMENT)

**AGRICULTURE,
FORESTRY AND
FISHING**

NIEIR 2024

LOCAL BUSINESS

213

ABS 2024

LOCAL JOBS

351

NIEIR 2024

HIGHEST PRODUCTIVITY (PER WORKER)

MINING

NIEIR 2024

LOCATION

Quilpie Shire is located in south-west Queensland, about 1,000 kilometres west of the Brisbane CBD.



ADJOINING COUNCILS

The local government areas of Barcoo Shire Council, Blackall-Tambo Regional Council, Bulloo Shire Council, Longreach Regional Council, Murweh Shire Council and the Paroo Shire Council surround our shire.

LOCALITIES

Quilpie Shire includes the localities of Adavale, Cheepie, Eromanga, Quilpie and Toompine.

LAND USE

Quilpie Shire is predominantly a rural area. The main township is Quilpie with smaller townships in the communities of Adavale, Cheepie, Eromanga and Toompine. The shire encompasses a total land area of 67,415 square kilometres. Rural land is used largely for agriculture, particularly sheep and cattle grazing, with opal, oil and gas mining also being important industries.

SHIRE HISTORY

The Quilpie Shire was originally home to many indigenous people who remain the traditional custodians of the land.

European settlement in the shire dates from the 1860s, with land used mainly for pastoral purposes. Population was minimal until the late 1800s, with growth mainly in the township of Adavale, spurred by opal mining.

On 11 November 1879, the Murweh Division was created as one of 74 divisions within Queensland under the Divisional Boards Act 1879. On 5 February 1889, the western part of Murweh Division was separated to create the new Adavale Division.

With the passage of the Local Authorities Act 1902, the Adavale Division became the Shire of Adavale on 31 March 1903.

The township of Quilpie developed during the early 1900s, then became the main service centre of the Shire, aided by the opening of the railway line in 1917. On 17 July 1930, the shire was abolished, and its region split between the new Shire of Quilpie, the Shire of Murweh, the Shire of Isisford and the Shire of Barcoo.

The population of the Shire rose from about 1,400 in 1911 to about 2,000 in 1933. From the 1960s oil and gas exploration and mining took place in Eromanga.

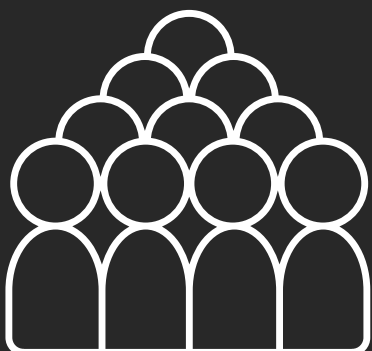
MAJOR FEATURES

Major features of the Quilpie Shire include Hell Hole Gorge National Park, Idalia National Park, Mariala National Park, Lake Dartmouth, Eromanga Natural History Museum, Bulloo Park, John Waugh Park, Quilpie Visitor Information Centre Museum & Gallery, Baldy Top Lookout, Quilpie Multipurpose Health Service, Quilpie Golf Club and Eromanga Basin (oil and gas field).

TRANSPORTATION NETWORKS

- Cooper Developmental Road (to Eromanga)
- Diamantina Developmental Road (Charleville - Quilpie - Windorah)
- Quilpie-Adavale (Red) Road (to Adavale & Blackall)
- Quilpie-Thargomindah Road (to Thargomindah, Toompine & Cunnamulla via Eulo)

COUNCIL SNAPSHOT



Q1000

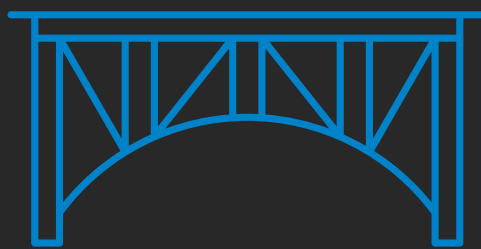
population
target

32 HECTARES

parks and gardens
maintained



**THREE
COUNCIL-MANAGED
BRIDGES**



\$22.79M

unrestricted
cash

\$343M

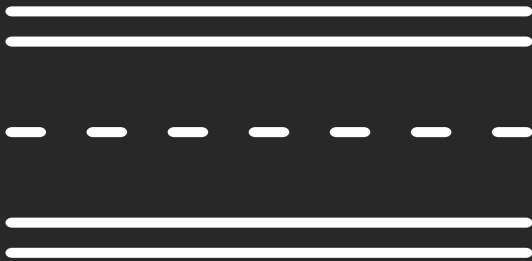
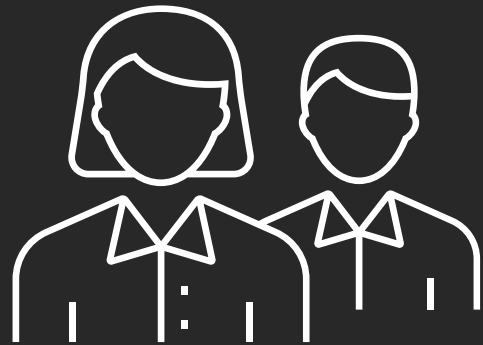
community
assets

\$10.3M

capital
expenditure

FIVE ELECTED MEMBERS

59 FTE EMPLOYEES



2,028KM

rural roads

33KM

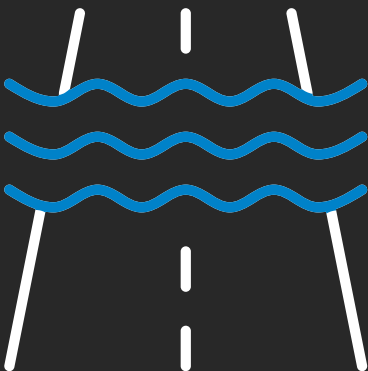
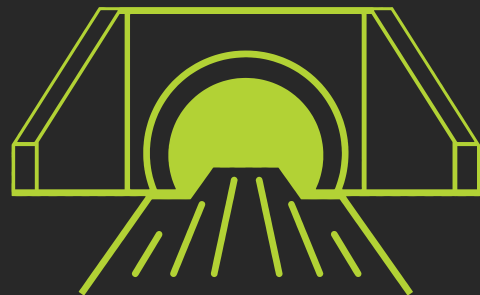
urban roads

**29
MINOR**

culverts (>6m)

**123
MAJOR**

culverts (>6m)



\$8.17M

flood
restoration
works

20,247m²

area of
floodways

2 YEAR IN REVIEW



Our vast shire was heavily impacted by the Western Queensland Flooding event in March 2025. This has had a massive impact on our infrastructure and people. With this has come the task of rebuilding.

MAYOR'S REVIEW

Reflecting on the past year, our strategic focus has been consistent and prioritised on our advocacy projects which included the Eromanga Natural History Museum, South Comongin Crossing, Quilpie Sewage Treatment Plant and the Inland Freight Network (Western Freight Route). The goal is to secure funding for these critical infrastructure projects which will enhance flood resilience, boost economic growth, and improve essential services for our community.

The further advancement of residential housing and childcare developments is proving successful in the resilience building of our Shire. Investing in new infrastructure such as fibre to the premise with NBN opens up new learning and economic opportunities for our community and draws us into the digital commerce world, creating the potential for new revenue streams into our community.

Our vast shire was heavily impacted by the Western Queensland Flooding event in March 2025. This has had a massive impact on our infrastructure and people. With this has come the task of rebuilding and repairing our extensive road network (estimated around 2,500km). Also effected in this event was the townships of Adavale and Eromanga which were the most severely impacted, sustaining flooding and damage to homes and critical public infrastructure.

All this aside, Council had business as usual to attend to with the same level of human resources and it is a credit to our people who steered us through this period of turmoil and ongoing recovery.

Our four spoked economic drivers for the shire being agriculture, resources, tourism and grants have all sustained significant impact. Agriculture and tourism were hit hard by the floods and the resource sector is being impacted by climate policy and state red tape, which is driving confidence and investment down in these sectors. Grants continue to be prosperous and are critical to the shire's operations and sustainability. These come at a cost of hours of work and diligence, from application preparing, to strong and consistent advocacy in the competitive grant rounds.

I would like to thank my fellow Councillors, CEO Justin Hancock and the Executive Leadership Team and everyone working under our shire banner for their guidance, commitment, dedication to delivering services and projects for our community.

Delivering for Quilpie, delivering for Queensland.

Cr Ben Hall
Mayor



It gives me great pride to reflect on a year of substantial progress, dedicated advocacy, and transformative initiatives that continue to shape a resilient and forward-focused Quilpie Shire.

CHIEF EXECUTIVE OFFICER'S REPORT

It gives me great pride to reflect on a year of substantial progress, dedicated advocacy, and transformative initiatives that continue to shape a resilient and forward-focused Quilpie Shire.

This year, Council launched its first formal advocacy strategy to champion three high-priority initiatives: Stage 3 of the Eromanga Natural History Museum, South Comongin Crossing Flood Immunity, and the upgrade of the Quilpie Sewage Treatment Plant. In partnership with the Outback Gondwana Foundation, we undertook a Canberra deputation that led to a \$14.8 million Federal commitment through the Growing Regions Program—an extraordinary success for our region.

Advocacy continued at the State level, with productive meetings across multiple portfolios. Council made the case for strategic investments in our flood resilience, sewerage infrastructure, child care services, and the development of a new rural residential estate. We await decisions with optimism, confident in the strength of our case and the unity of our regional voice.

Operationally, Council delivered significant capital works, including six new townhouses and nine additional homes scheduled for completion by year's end. The roll out of nbn Fibre to the Premises further strengthens local connectivity, backed by \$4.7 million in Federal support. We also celebrated the sealing of the Adavale Red Road—a 20-year vision finally realised—providing critical flood resilience and enhancing freight connectivity across the region.

Internally, 2025 has seen our most significant organisational restructure in a decade. Designed to enhance succession planning and operational resilience, the new framework will roll out progressively. We also finalised a new four-year certified agreement, ensuring our workforce remains competitively remunerated and valued.



Staff Wellbeing Week was again a highlight, featuring health checks, specialist appointments, workshops, and fitness sessions. We launched our expanded Workplace Wellbeing Program, offering subsidised aquatic activities and gym memberships alongside existing wellness initiatives. In June, Council continued with skin checks and excisions, affirming our continued focus on proactive staff health.

We proudly recognised the following staff for their service milestones this year—ranging from 5 to 30 years of commitment. Their dedication reflects the heart of our organisation.

- 5 years: Mark Whitehead, Nicola Tully & Richard Vallins
- 10 years: Christine Houghton
- 15 years: Maree Radnedge & Alisha Moody
- 20 years: Raymond (John) Haupt
- 30 years: Lisa Hamlyn & John Thompson

To Acting CEO Julie Reitano, thank you for your stewardship during my leave. Your experience and insight were invaluable, and your contribution ensured continued momentum in Council's journey from good to great.

As we move forward, our shared vision remains rooted in community, progress, and resilience. On behalf of the Quilpie Shire Council, I thank our staff, Councillors, and community for another year of meaningful achievements.

Justin Hancock
Chief Executive Officer

PERFORMANCE HIGHLIGHTS

GREAT PLACE TO LIVE

- Secured \$14.8M in funding for the Eromanga Natural History Museum Stage 3 (Total project value \$18M).
- Council has been progressively building more dwellings to address the housing shortage and this year saw the completion of six (6) double story townhouses (3 x 2 bedroom and 3 x 3 bedroom). Total cost to build the townhouses was \$5,795,396 with practical completion achieved on 22 and 23 October 2024. *The Townhouse Estate Development was developed with the support of the Queensland Government's Local Government Grant and Subsidy Program in association with Quilpie Shire Council.* These new dwellings are starting to alleviate the housing shortages with some key positions being filled due to the availability of housing.
- Supply and installation of a dinosaur themed playground adjacent to the Eromanga Town Hall. Total cost: \$179,995. The Eromanga Dinosaur Playground was fully funded by Council.
- We lobbied for a review of the State Government's Queensland Housing Finance Loan scheme to be applicable in South-West Queensland. This resulted in a Queensland Housing Finance Loan Regional Trial with increased household income eligibility, available to people within 45 rural and remote council areas buying an established house, unit, townhouse or duplex, or building a new home.

FLOURISHING ECONOMY

- For over twenty years Council has been incrementally sealing the Quilpie - Adavale (Red) Road and this financial year we are proud to say that the sealing of the entire length is now completed. The last 6.8km was sealed in September 2024 and an opening to celebrate the success of this project was held in February.
- Delivery of \$8.517M in flood restoration works were completed across the shire.
- Construction of 20 floodways this year included new and renewals at a total value of \$1.7M.

ENVIRONMENTAL SUSTAINABILITY

- Waste Transfer Stations constructed and operational in Adavale, Eromanga and Toompine. These three waste transfer stations were fully funded by Council.
- Continued advocacy work to seek funding for the Quilpie Sewage Treatment Plant. The current infrastructure is 86 years old and at the end of its useful life. The 'for-construction' design for its replacement has been completed.

STRONG GOVERNANCE

- Advocacy for other key priorities:
 - Improve Flood Immunity - For the Quilpie-Thargomindah Road and South Comongin Crossing
 - Resilient Inland Freight Network (Western Inland Network)
- Plant investment program of \$1.85M to ensure our workforce has modern, fit for purpose plant and equipment to deliver the capital works program and provide services to our community.
- Council actively participated and contributed to the identification of opportunities to reduce red tape for councils through the Queensland Government's Local Government Red Tape Reduction Taskforce (the Taskforce).

CHALLENGES

GREAT PLACE TO LIVE

- Housing shortages - Council has a further eight x 3 bedroom houses and one x 2 bedroom house under construction at the close of the financial year. Next years budget includes funding for another one x 2 bedroom home.
- A shortage of water and sewerage industry professionals (treatment operators, plumbers) has continued to affect the resourcing of this team. External contractors were brought in to ensure normal service delivery timeframes were met. However, the delivery of capital projects, ie water main replacements and upgrades, have been delayed.
- Supporting the recovery efforts after the March 2025 Flood Events particularly the Adavale community and the agriculture sector. Council has been approved to administer the grant funding for the Exclusion Fencing Restitution Fund on behalf of the State Government.

FLOURISHING ECONOMY

- Restoring our road infrastructure after the damage left behind from the March 2025 Flood Event. The cost is estimated at over \$85M and the works must be completed within two years.
- Work continues on the delivery of the Quilpie Aerodrome Pavement Reconstruction 'Issued for Construction' designs in order to provide a value for money solution to rehabilitate the runway.

ENVIRONMENTAL SUSTAINABILITY

- Securing funding for the Quilpie Sewage Treatment Plant as the forecasted construction cost is estimated at \$9.9M.

STRONG GOVERNANCE

- Recruiting for key positions has been a challenge. Council engaged a specialist employer branding partner to help define and communicate the unique value we offer as a workplace. The project focused on developing a clear and authentic Employee Value Proposition (EVP) that reflects the experiences and aspirations of our people, and supports talent attraction, engagement, and retention.
- Council will continue to advocate for opportunities to reduced red tape for councils such as laws, rules, regulations, procedures, repetition and inefficiencies in the way state and federal departments interact with councils.

OPERATIONAL PERFORMANCE SNAPSHOT

The annual Operational Plan outlines what Council will do during the financial year to achieve the strategic priorities in our Corporate Plan 2022-2027.

Each strategic priority has associated activities that are expected to be completed within the financial year. In the 2024-25 financial year, a total of 155 activities were identified to be actioned.

ACTION AREA BY STRATEGIC PRIORITY

	Action Areas	Number of action areas
1	Great Place to Live	43
2	Flourishing Economy	29
3	Environmental Sustainability	11
4	Strong Governance	72

OVERALL STATUS OF ACTION AREAS

Status	Great Place to Live	Flourishing Economy	Environmental Sustainability	Strong Governance	Total	% of total
Completed	20	11	8	44	83	53.5%
On track	1	5	-	4	10	6.5%
Overdue	17	12	3	21	53	34.2%
Behind	5	1	-	2	8	5.2%
Not yet commenced/ deferred	-	-	-	1	1	0.6%
Total	43	29	11	72	155	100%

CAPITAL EXPENDITURE SNAPSHOT

Highlights of capital project expenditure in the 4 strategic priority areas for 2024/25.

Strategic Priority	Completed projects	Work in progress
Great Place to Live	<ul style="list-style-type: none"> 3 x 2 bedroom townhouses 3 x 3 bedroom townhouses Eromanga Dinosaur Playground Quilpie Hall Shower Block 1/67 Boonkai Street, Quilpie refurbishment 	<ul style="list-style-type: none"> 1 x 2 bedroom house 8 x 3 bedroom houses Council housing refurbishments Gyrica housing refurbishments Eromanga pool refurbishments Garage, carport & fencing – 14 & 16 Donald Street, Eromanga Opalopolis Park Upgrade Walking Path to Baldy Top Administration Building (Front) – Stage 2 Quilpie Pool Filtration System Changeover Bob Young Memorial Park Upgrade Sommerfield Road, Quilpie Water Main Upgrade Adavale Water Main Replacement
	Total actuals \$6,033,943	Work in progress \$6,968,324
Flourishing Economy	<ul style="list-style-type: none"> Road Construction and Sealing Projects Floodways (new and renewals) Reseal Program Footpaths 	<ul style="list-style-type: none"> Quilpie Aerodrome Pavement Reconstruction
	Total actuals \$3,454,790	Work in progress \$523,882
Environmental Sustainability	<ul style="list-style-type: none"> Adavale Transfer Station Eromanga Transfer Station Toompine Transfer Pumps for Eromanga Water Treatment Plant 	<ul style="list-style-type: none"> Quilpie Sewage Treatment Plant (Design completed) Sewer Pump Station – Quarrion Street, Quilpie
	Total actuals \$287,226	Work in progress \$747,716
Strong Governance	<ul style="list-style-type: none"> Plant Investment Program 	-
	Total actuals \$1,858,193	Work in progress Nil

EVENT CALENDAR

2024/25 at a glance

Each year the Council and community create a calendar which is brimming with important milestones, commemorations, events and activities. Here is snapshot of the year:



2024

JUL

Budget Adoption

To start the financial year, Council adopted its Annual Budget which outlines how the operational plan, including capital works program, are funded for the 2024/25 financial year.

NAIDOC Week

NAIDOC Week celebrations themed 'Keep the Fire Burning! Blak, Loud & Proud' were held with a range of events to recognise and honour the rich history, diverse cultures and significant contributions of Aboriginal and Torres Strait Islander peoples to Australian society and our community.

AUG

Online Family History Research

The Quilpie Library hosted free Online Family History session to assist participants to explore online resources to research family history.

Snake awareness sessions

Council provided employees and the community with free snake awareness training with 'Things that bite n' sting' sessions.

SEP

Women's Health Week

Women's Health Week was themed 'Say yes to you' to help women prioritise their health and wellbeing.

R U Ok Day

Council staff got together for morning tea to Ask, Listen, Encourage and Check In for R U Ok? Day.

OCT

Big Day Out for Quilpie Shire Staff

The entire council workforce 'downed tools' to get everyone together to highlight and celebrate our achievements, and to learn more about the communities that we serve and identify upcoming projects.

Connectivity Milestone for Quilpie

Celebrated the launch of nbn Fibre to the Premises services in Quilpie with a community barbeque.

Systematic Inspection Program

A systematic inspection program was undertaken to monitor compliance with the provisions of the *Animal Management (Cats and Dogs) Act 2008* with respect to dog registrations.

NOV

Remembrance Day

Remembrance Day Service was held at Bob Young Memorial RSL Park to honour those who served and sacrificed their lives for our country and our freedom.

DEC

Seniors Christmas Lunch

The Seniors Christmas Lunch is an annual tradition for our seniors to gather and enjoy a lovely lunch and festive cheer together.

Business Town Christmas Party

Combined Business Town Christmas Party was a street party and community celebration hosted by our business community.

Christmas Lights Competition

Quilpie Shire Council Christmas Lights Competition marked the festive season across the shire.



EVENT CALENDAR



2025

JAN

Australian Day Celebrations

Australian Day Celebrations and award presentations were held at Bulloo Park to celebrate and recognise the outstanding contribution made by people within our community who work tirelessly to enrich the lives of others.

School Holidays

Quilpie Library provided plenty of fun activities for children these school holidays with coding, games, movies, and art and craft activities galore.

FEB

Staff Wellbeing Week

Staff Wellbeing Week 1 provided staff with an opportunity to access a range of health and wellbeing services.

Townhouse Precinct Opening

The official opening of the Townhouse Precinct was held to celebrate the success of this project and recognise the valuable support received. The Townhouse Estate Development was developed with the support of the Queensland Government's Local Government Grant and Subsidies Program in association with Quilpie Shire Council.

Quilpie Adavale (Red) Road Opening

Council celebrated the complete sealing of the Quilpie Adavale (Red) Road at Corona Creek Lookout, acknowledging the employees and teams that worked on the sealing over the 20 years it took to complete.

MAR

Baldy Top Lights up for Harmony Week

Baldy Top was shining brightly in a stunning orange glow to celebrate Harmony Week. It is a beautiful reminder of the importance of inclusivity, cultural diversity, and the value of respect for all.

Digital Skills Sessions @ Quilpie Library

Free digital workshops were held to learn about using smart phones and tablets, downloading apps, taking screenshots, Bluetooth and WI-FI, and managing device settings and notifications.



APR

Anzac Day Services

Anzac Day services were held to honour those who served our nation. The service program included an Anzac Eve Twilight Service at the Quilpie Cemetery, a Dawn Service at RSL Memorial Park followed by an Anzac Day March and community service later in the day.

Timeless Threads' Exhibition

Quilpie Shire Gallery showcased decades of fashion from evening gowns to wedding dresses, purses to christening gowns and so much more.

MAY

Community Satisfaction Survey

This month we released our annual community satisfaction survey, where we want to hear what's important to our community, the services we provide and where we should focus our efforts.

George's Marvellous Medicine

Council hosted a night out for the whole family with Roald Dahl's Georges Marvelous Medicine where, what started out as just another boring day for George, quickly turned into a marvellous experiment of epic proportions!

JUN

Community Budget Meetings

Council held community budget meetings around the shire to discuss the progress of the current program of works and future initiatives. Feedback and suggestions from community members were then considered in the budget deliberations for next year's budget (2025/26).

Red Dirt Dreaming Exhibition

Quilpie Shire Gallery featured works from First Nations artists. The opening featured a bush tucker style morning tea beautifully crafted by Nullawokka Gallery, Bollon.

School Holidays

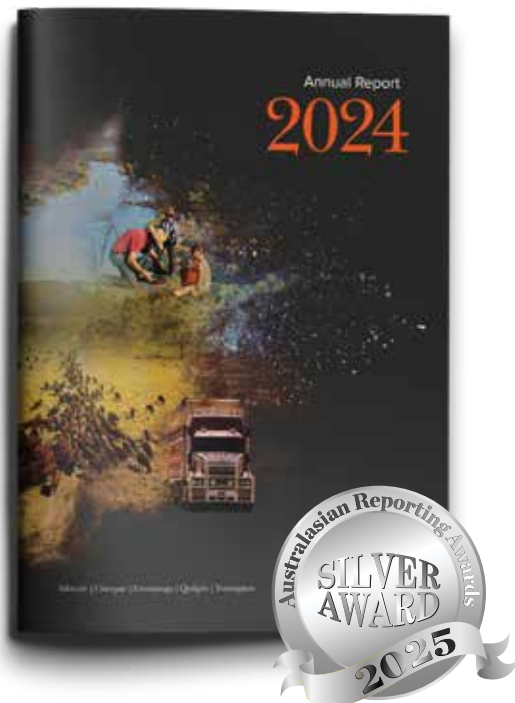
Quilpie Library provided plenty of fun activities for children these school holidays with storytelling, musical theatre, lego, foil art mandalas, and art and craft activities galore.

Staff Wellbeing Week 2

Staff Wellbeing Week 2 provided staff with an opportunity to access a range of health and wellbeing services.

AWARDS & RECOGNITION

Council was proud to receive the following awards and recognition in 2024/25:



AUSTRALASIAN REPORTING AWARDS – SILVER

Council received a Silver Award in the Australasian Reporting Awards held in Melbourne on 30 May 2025. The award was for Quilpie Shire Council's 2023/24 Annual Report. This was Council's first time entering the awards.

The Australasian Reporting Awards were introduced in 1950 as the Annual Report Awards to improve the quality of annual reporting in Australia and raise public awareness of the purposes of organisations and their achievements. The Awards are administered by Australasian Reporting Awards Limited (ARA), an independent not-for-profit organisation run by volunteer professionals from the business, government and not-for-profit sectors, with support from organisations concerned with the quality of business and financial reporting.

The Awards provide all organisations that produce an annual report an opportunity to benchmark their reports against the ARA criteria which are based on world best practice and their peers.

An important aspect of the ARA assessment process is that it focuses on the quality and completeness of the reporting i.e. it is not a competition, but a recognition of the standard achieved!

2024 AUSTRALIAN TOURISM AWARDS – SILVER

Celebrating 40 years this year, the Australian Tourism Awards have long been the nation's premier recognition of excellence in the tourism industry and were established to showcase and celebrate outstanding contributions to the tourism sector.

Over the years, the Awards have grown to become a highly respected symbol of quality and innovation. Each year, businesses from across Australia compete for the coveted Gold, Silver, and Bronze accolades, with the Awards showcasing the best in accommodation, attractions, experiences, and more.

The Australian Tourism Awards not only recognise significant achievements but also set the standard for excellence, shaping the future of Australia's tourism landscape.

After the Quilpie Visitor Information Centre (VIC) won Gold at the Queensland Awards, they won the Silver Award for Visitor Information Services at the national level in the 2024 Qantas Australian Tourism Awards.

LGMA AWARDS FOR EXCELLENCE – ADAVALE RED ROAD – A CASE STUDY OF COST EFFECTIVE CONSTRUCTION

The LGMA Awards for Excellence recognise the best of local government initiatives in the state, noting the differing environments and communities that local government serves.

Council was a finalist in the Resourcefulness Category - This award category recognises projects or initiatives undertaken by Category A1-B1 Councils that showcase the philosophy of 'doing more with less'. Lateral thinking, creativity, increased productivity and simplicity are the drivers of this successful project or initiative that is an aspirational model for other small councils.

Council received a highly commendable recognition for this project.

QUILPIE VIC TAKES HOME THE GOLD AT THE 2024 QUEENSLAND TOURISM AWARDS!

Quilpie Visitor Information Centre (VIC) showcased its true colours at the Queensland Tourism Awards – and it was gold all the way!!

Deputy Mayor, Cr Roger Volz and Senior Tourism Officer, Jess Tully, accepted the award on behalf of Council and the VIC at a presentation held in Brisbane on 15 November.

The awards event brought together over 1,000 tourism operators, event organisers and industry advocates from across the state. The Quilpie VIC won over some very tough competition, taking home the top award in the Visitor Information Category.

The win automatically sent them to the Australian Tourism Awards where they vied for the national VIC award.



3 OUR GOVERNANCE

OUR COUNCIL

Council operates under the *Local Government Act 2009* (the Act), and councillors are elected to provide leadership and good governance for the Quilpie Shire.

Our five elected members together form the Council. Queensland local government quadrennial elections were held last year, with a new term of Council (mayor and four councillors) commencing in March 2024 for a four year term.

Council does not have divisions, and therefore the mayor and councillors are elected representatives of all residents and ratepayers across the shire. Council has a duty to ensure the system of local government is accountable, effective, efficient and sustainable in accordance with the principles under the Act.

The local government principles are:

- a. transparent and effective processes, and decision-making in the public interest; and
- b. sustainable development and management of assets and infrastructure, and delivery of effective services; and
- c. democratic representation, social inclusion and meaningful community engagement; and
- d. good governance of, and by, local government; and
- e. ethical and legal behaviour of councillors and local government employees.

Collectively the councillors set the strategic direction for the Council.



ROLE OF COUNCILLORS

All councillors have the following responsibilities:

- a. ensuring the local government -
 - discharges its responsibilities under this Act; and
 - achieves its corporate plan; and
 - complies with all laws that apply to local governments;
- b. providing high quality leadership to the local government and the community;
- c. participating in council meetings, policy development, and decision-making, for the benefit of the local government area;
- d. being accountable to the community for the local government's performance.

A councillor must represent the current and future interests of the residents of the local government area.

When performing a responsibility, a councillor must serve the overall public interest of the whole local government area.

All councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.

ROLE OF THE MAYOR

The mayor has the duties of a councillor, with the added responsibility of:

- a. leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
- b. leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government;
- c. directing the chief executive officer of the local government under section 170;
- d. conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
- e. ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
- f. being a member of each standing committee of the local government;
- g. representing the local government at ceremonial or civic functions.

OUR COUNCILLORS



MAYOR BEN HALL

Mayor Ben Hall is 5th generation and has lived in Quilpie his whole life. His career began working in Retail at a family run newsagency business for 20 years, then commencing as Branch Manager in 2014 at Nutrien Ag Solutions.

Ben has previously been a Councillor from 2004-2008. Ben's motivation to run for Mayor is his passion for all things Quilpie Shire having lived and raised a family in the community.

Ben's key focus is on the economic outcome in our community and he would like to expand on and look for more initiatives and encourage new enterprises that will deliver more jobs and greater economic return for our communities 365 days a year. He would like to open more opportunities to promote regional growth, commercial opportunities, sustainability and equality for our people from locals to opportunity seekers, whilst continuing to upgrade and improve infrastructure including roads and childcare and advocate for the availability of all health services from pre-natal to palliative care.



DEPUTY MAYOR ROGER VOLZ

Roger moved to Quilpie from "Berndale" north of Oakey, in January 1992 to commence his career as the Manual Arts teacher at Quilpie State College. In 1993, he joined the Quilpie Auxillary Fire Brigade and has been captain since 1995.

Roger has served as a Councillor on the Quilpie Shire since 2016 and has been elected Deputy Mayor for the 2024-2028 term.

During his time as Councillor, Roger has seen significant growth and advancements within the shire and is very proud to work with a progressive and supportive team.

This term, Roger would like to continue to support the development and maintenance of essential community infrastructure including roads, childcare, housing and the completion of the Eromanga Natural History Museum. Roger would also like to see Council assist with technology advancements for rural landholders, management of wild dogs, opportunities to showcase cultural heritage within the shire and the creation of job opportunities which can attract more families and visitors, increasing our shire population.



COUNCILLOR LYN BARNES

Originally from a farming and grazing family in the Wallumbilla district, Lyn Barnes first came to the Quilpie Shire in the mid-1970s as a governess. At the start of the 1980s after working as bookkeeper on the legendary Thylungra Station, Lyn returned to Roma where she became a radio journalist and married Jack, having two sons. In 1990 they moved as a family to settle in Quilpie.

Here Lyn began her career as an artist, learning to paint at workshops with the Quilpie Cultural Society before setting up a studio in Robbo's Opal Shop as an outlet.

Always interested in regional growth, an opportunity arose for her with the then South West Regional Economic Development Association. As an economic development officer covering the four shires of Quilpie, Bulloo, Paroo and Murweh, Lyn spent several years working on projects such as OBE Beef, The South West Film Locations Register and the opening of Hell Hole Gorge. SWRED is now known as the South West Regional Organisation of Councils (SWROC) and has expanded to include both Maranoa and Balonne Regional Councils. Lyn has maintained her interest in regional economic development through her role as a Quilpie Shire Councillor.

At the end of the 1990s and encouraged by her work in economic development, Lyn set up her own arts business and opened her first gallery in the Old Quilpie Telephone Exchange behind the Quilpie Post Office.

The Lyn Barnes Gallery is now located in Sommerfield Road where locals and visitors are able view current works as well as those in progress. Lyn frequently hosts tour groups and painting workshops at her gallery, making it part of Quilpie's ever expanding tourism product. She has exhibited on an annual basis in Brisbane for over 25 years and more recently on the Sunshine Coast.

This will be Lyn's second term as Councillor and she appreciates the opportunity to represent the Quilpie Shire community again. This term Lyn would like to see the continuation of investment in housing, the building of a new childcare facility, upgrading of shire road networks, the creation of a remote tertiary education centre and continuing advocacy work to sustain the vital resource industries of oil, gas and opal, as well as providing ongoing support of the pastoral industry, the cornerstone of Shire wealth.

Of particular interest to Lyn is the completion of the Eromanga Natural History Museum (ENHM). The ENHM has already increased the visitor numbers to Quilpie Shire more than significantly, creating jobs and enhancing business. A finished ENHM will not only benefit the Quilpie Shire but will be a substantial contributor to Queensland's overall attraction of international tourists.

Lyn is honoured to serve as an elected member of the Quilpie Shire Council and welcomes the opportunity to promote Quilpie Shire as a centre for outback excellence.



COUNCILLOR TONY LANDER

Tony has lived and worked in remote communities all of his life and came to reside in Quilpie in 1986.

Tony began driving machinery for the Quilpie Shire Council, and after 6 years progressed to overseeing construction of many shire roads in the district. After 12.5 years on the council, he then ventured into the trucking industry. It was around this time, Tony bought a house in Quilpie which has remained in to this day.

Firstly carting cattle for 6.5 years for Hansen's Transport, and then venturing into carting fuels and oils for Runaway Petroleum. He then moved into the freight industry eventually carting cattle, freight and tipping for Bonsey's Transport.

After this, Tony transitioned into a manager's position for Runaway Petroleum until the depot was closed. He then worked for IOR as a driver carting crude oils and fuel in the Cooper Basin.

He worked machinery for approximately 18 months and then went to work as a station manager at Kiandra/Wiralla on the Bulloo River.

Tony is a proud father and grandfather, and many of his family still live in the Shire. Providing opportunities for young residents in Quilpie is one of the main driving factors as to why he ran for a councillor position. Tony feels strongly for opportunities, especially for the young local residents to be trained and upskilled, so they can stay to build a better future in Quilpie to benefit the Shire socially and economically, and have an impact on young people investing in the community.

Tony is also passionate about building relationships with landholders and business people who have the local knowledge to be able to work together to make good decisions for the future of the community.

This is Tony's first term as a local councillor, and he feels privileged to have the opportunity to represent the Quilpie community.



COUNCILLOR MILAN MILOSEVIC

Milan has lived and grown up in Quilpie since 1974. Milan is a very active member of the community and is the Manager of Lowes Petroleum where he has worked for 43 years.

He also manages 2 mail runs, has an ice works in Quilpie, contract cleans for Ergon and is the treasurer of the Toompine Progress Association.

Milan previously served on the Council in 2006-2008 and again from 2012- 2016. His greatest achievement throughout this time was working together to see the building of the new Council Depot.

During this term in Council Milan would like to see a focus on providing childcare services that offer affordable, quality and well-staffed facilities to encourage more families to Quilpie. He would like to have discussions into the viability of building an Aquatic Centre in Quilpie that would cater for all ages.



GOVERNANCE FRAMEWORK

Governance within Council is supported by policies, plans and decisions associated with both the functions of Council and Council officers. Quilpie Shire Council is one of the councils in Queensland forming part of the system of local government referred to in the Constitution of Queensland 2001 (Section 70). The way in which Council is constituted and the nature and extent of its responsibilities and powers is provided in the *Local Government Act 2009* (the Act).

To ensure that the system of local government in Queensland is accountable, effective, efficient and sustainable, any actions taken or responsibilities performed must be in accordance with the local government principles detailed in the Act, specifically:

- (a) transparent and effective processes, and decision-making in the public interest; and
- (b) sustainable development and management of assets and infrastructure, and delivery of effective services; and
- (c) democratic representation, social inclusion and meaningful community engagement; and
- (d) good governance of, and by, local government; and
- (e) ethical and legal behaviour of councillors and local government employees.

Corporate governance involves the control and management of an organisation to achieve its objectives. It encompasses decision making and implementation, optimisation of performance and how the organisation is directed, reviewed and held to account. The aim of corporate governance is to ensure the highest standard of community leadership and organisational performance and accountability.

Good governance underpins the Australian democratic system of which local governments are the first level and focuses around the issues of accountability, transparency, fairness, stewardship, responsibility, mandate, consultation and balance. Put simply it is about ensuring the organisation is run properly, goals are achieved and public monies are managed with high standards of propriety and probity.

CORPORATE PLANNING, OPERATIONAL PLANNING AND BUDGETS

Council is required to adopt a corporate plan, and the plan provides the framework for everything we do.

It establishes the strategic priorities to be pursued by Council to meet the needs and aspirations of our community. The plan may be revised at any time to ensure it remains relevant and accommodates any significant changes in direction.

To implement the corporate plan, operational plans are developed each year. These plans detail where the focus will be for the year and the associated targets (what we are aiming for). The operational plan defines what we will do (priorities, services and projects), and the budget details how those activities will be funded.

Council adopted its Corporate Plan 2022-2027 in June 2022 with a new vision for the shire, mission statement, principles and four strategic priorities:

OUR VISION

Inviting and welcoming communities responsive to change where people, business and industry can all thrive.

OUR MISSION

Digitise, connect, grow leaders, build skills, and offer well-designed spaces and highly liveable community environments.

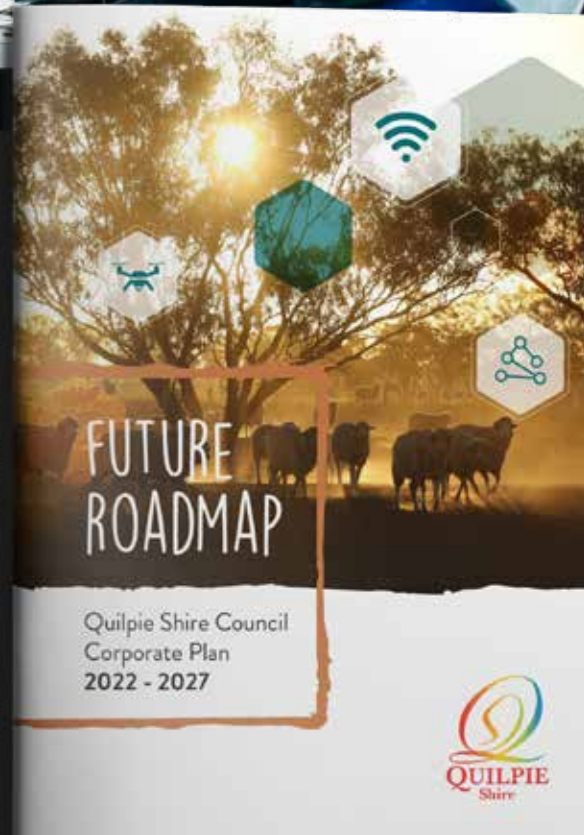
OUR PRINCIPLES

- Value our people as the heart of our community
- Always embed a positive approach
- Enable digital transformation
- Connect to learn and grow opportunities for innovation
- Secure our future through a flourishing economy
- Support and grow leaders
- Embrace change, adapt and measure success



OUR STRATEGIC PRIORITIES

1. **Great Place to Live** - Ensure our communities are places where people feel valued and have access to opportunities to build their own capacity, lead healthy lifestyles and stay connected;
2. **Flourishing Economy** - Ensure our communities are places where people feel valued and have access to opportunities to build their own capacity, lead healthy lifestyles and stay connected;
3. **Environmental Sustainability** - Protect and enhance the environment through considered and sustainable growth and environmental management and policy implementation; and
4. **Strong Governance** - Implement a framework to support strategic growth through best practice systems, policies and financial controls.



POLICIES

Council has a significant number of policies that assist in its management and operation. Policies provide a structured framework for consistent and transparent decision-making and actions, and assists in achieving its corporate plan objectives.

Policies reviewed and updated during the year included:

- Updated Revenue Statement adopted at the annual budget meeting on 16 July 2024 (QSC101-07-24).
- Updated Debt (Borrowings) Policy adopted at the annual budget meeting on 16 July 2024 (QSC117-07-24).
- Updated Rates and Utility Charges – Pensioner Rebate and Concession Policy adopted at the annual budget meeting held 16 July 2024 (QSC121-07-24).
- Revised Private Works Policy adopted at the Council meeting held 16 July 2024 (QSC147-07-24).
- Revised Asset Management Policy adopted at the Council meeting held 16 July 2024 (QSC147-07-24).
- Rescind the Council Swimming Pools Policy at the Council meeting held 16 July 2024 (QSC147-07-24) due to the Eromanga and Quilpie Swimming Pool operation currently under lease.
- Rescind the Invasive Pests Scheme Policy at the Council meeting held 16 July 2024 (QSC147-07-24) as this scheme never commenced.
- Revised Investment Policy adopted at the Council meeting held 27 August 2024 (QSC175-08-24).
- Revised Customer Service Policy adopted at the Council meeting held 27 August 2024 (QSC175-08-24).
- Revised Recovery of Overdue Rates and Charges Policy adopted at the Council meeting held 27 August 2024 (QSC175-08-24).
- Revised Entertainment & Hospitality Policy adopted at the Council meeting held 27 August 2024 (QSC175-08-24).
- Revised Councillor Expenses Reimbursement Policy adopted at the Council meeting held 27 August 2024 (QSC175-08-24).
- Revised Councillor Investigations Policy adopted at the Council meeting held 27 August 2024 (QSC175-08-24).
- Revised Appointment of Acting Chief Executive Officer Policy adopted at the Council meeting held 27 November 2024 (QSC256-11-24).
- Revised Dealing with Complaints involving the Chief Executive Officer Policy adopted at the Council meeting held 27 November 2024 (QSC256-11-24).
- Revised Community Assistance Policy adopted at the Council meeting held 27 November 2024 (QSC256-11-24).
- Revised Community Engagement Policy adopted at the Council meeting held 27 November 2024 (QSC256-11-24).
- Revised Confidential Information Policy adopted at the Council meeting held 17 December 2024 (QSC282-12-24).
- Revised Public Interest Disclosure Policy adopted at the Council meeting held 17 December 2024 (QSC282-12-24).
- Reviewed and adopted the Revenue Policy at the Council meeting held 20 May 2025 (QSC111-05-25).

PERFORMANCE MONITORING AND REPORTING

The primary tool for external accountability is the annual report. An annual report is prepared to show the community and interested parties Council's progress in achieving the strategic priorities outlined in the corporate plan and operational plan. The report contains detailed financial and non-financial information about Council's activities and performance.

Progress of the operational plan is monitored through quarterly reports and the budget is monitored through monthly reports. This provides an update to both the management team and Council.

ETHICAL FRAMEWORK – CODES OF CONDUCT

Codes of conduct are in place for elected members (through the Queensland Government) and employees.

The employee code of conduct provides a framework for behaviour, actions and decisions and promotes five ethical principles (identified in the *Public Sector Ethics Act 1994*): respect for persons, respect for the law and system of government, integrity, diligence, and economy and efficiency.

This year the employee code of conduct was reviewed, and an updated document was produced. Compulsory code of conduct training was provided to all employees.

COMMUNITY ENGAGEMENT

The mayor and councillors are elected by the community for the community, i.e. to represent the current and future interests of its residents. Collectively, the elected members:

- Determine the priorities for Council;
- Make decisions through formal Council meetings for the benefit of the whole Quilpie Shire;
- Develop and adopt policies to help ensure consistency of decision making for the same type of issue and provide officers with an approved method of dealing with those issues in the future.

Council recognises that decision-making is enhanced through interaction and communication with the community that elected members represent.

INFORMING OUR COMMUNITY

Council keeps our community up to date through a number of forums including media releases, social media (Quilpie Facebook page), community newsletters, brochures and the following websites:

- www.quilpie.qld.gov.au
- www.visitquilpieshire.com

Members of the community are also welcome to attend Council meetings.

EXTERNAL AUDIT

Each year Council’s financial operations, including the general purpose financial statements and sustainability statements, are subject to an external audit by the Auditor-General of Queensland or their delegate.

The Queensland Audit Office’s appointed contract auditor for Quilpie Shire Council is RSM Australia. Council’s statements for 2024/25 were certified by the Queensland Audit Office on 8 October 2025, with an Unmodified Audit Opinion and well before the 31 October deadline. This is effectively a ‘clean bill of health’ for Council’s financial statements and means they are reliable.

INTERNAL AUDIT

The internal audit function is established under section 105 of the *Local Government Act 2009*. It is an integral component of Council’s corporate governance framework designed to provide oversight and add value to our operations.

Internal audit is an independent function within the Council reporting to the Chief Executive Officer and the Audit Committee. The purpose of the internal audit function is to independently examine and evaluate Council processes and activities and provide assurance to Council, management and the community. Council has contracted O’Connor Marsden & Associates Pty Ltd (OCM) to perform the internal audit function.

One internal audit review was undertaken during the financial year on our Risk Management Framework.

The objective of the Risk Management Framework internal audit was to ascertain the current risk management maturity level of Council, through employing the Queensland Audit Office (QAO) risk management maturity model (updated July 2023).

The positive findings of the internal audit were:

- **Commitment to Risk Management:** Council has shown a commitment to improving its risk management framework by establishing basic risk management processes and recognising the importance of risk management in organisational decision-making.
- **Engagement in Risk Management Improvement:** The Council has shown initiative by engaging with management and staff to assess the current state of risk management and identify areas for improvement, highlighting a proactive approach to addressing gaps.
- **Basic Risk Management Framework in Place:** A basic risk management framework is already in place, providing a foundation for further development and alignment with ISO 31000 and other best practices.
- **Potential for Maturity Growth:** The Council’s existing processes, although in the early stages, demonstrate the potential for significant improvement. This is an opportunity to build on current practices and gradually increase maturity across the organisation.
- **Ongoing Discussions for Risk Reporting:** There is a clear intent from management to introduce formal risk reporting in the near future, which is a positive step towards enhancing transparency and decision-making regarding risk management.

The improvement findings from this internal audit were summarised as:

Very High	High	Medium	Low
-	1	3	-

Areas for improvement include:

Risk management maturity assessment - A more defined and coordinated approach to risk management maturity is needed.

Elevating risk management as a strategic organisational focus - Risk management is not consistently integrated into the Council's strategic objectives. There is a need for senior leadership to actively engage in risk management and ensure it is prioritised within the organisation's strategic decision-making processes.

Accountability and training - While risk management responsibilities are present, they are not clearly defined across departments, and training on risk management is not mandatory or consistent. A formal training program and clear assignment of accountability for risk management roles are essential for improving practices.

Optimising risk management processes - To improve effectiveness, risk management should be formalised, with clear processes for identification, assessment, and treatment that are uniformly applied across all departments.

AUDIT COMMITTEE

Council's Audit Committee operated in accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012*, and Council's Audit Committee terms of reference.

The Audit Committee is an integral component of Council's governance structure and provides transparency of Council's financial operations. The effective operation of this Committee provides another level of assurance in Council's overall internal control processes.

Council's Audit Committee consists of four (4) external members (one appointed as the Chairperson) and two (2) Councillors representing Council.

Name	Position
James Gauvin	External Member and Chair
Mel Jacobs	External Member
Kerri Mooring	External Member
Ian Stacey	External Member
Mayor Ben Hall	Council Representative
Deputy Mayor Roger Volz	Council Representative

The remaining Councillors are invited to the meetings as observers. The CEO and Manager Finance and Administration along with the minute taker also attend the meetings.

OCM our Internal Auditors, RMS Australia our External Auditors appointed by the Queensland Audit Office and representatives of the Queensland Audit Office are invited to the meetings and may present a report.

The CEO must present a report to the next Ordinary Council Meeting after an Audit Committee Meeting.

During the course of 2024/25, the Audit Committee held one meeting and reviewed the following:

- Financial Statements for the year ended 30 June 2025 (including Management Representation Letter)
- Position Paper – Expected Credit Loss
- Position Paper – Impairment
- Queensland Audit Office – Briefing Paper – 2025
- External Audit Plan 2025
- Queensland Audit Office – Closing Report 2025
- Queensland Audit Office – Interim Report 2025
- Internal Audit Report – Risk Management Framework

A second meeting was scheduled for 4 April 2025 however it was postponed due to significant weather event and flooding that affected our shire in late March and the subsequent response and recovery efforts.

REGIONAL COLLABORATION

South West Queensland Regional Organisation of Councils (SWQROC)

Council is a party to the South West Queensland Organisation of Councils Inc. SWQROC represent the interests of all the Councils in South-West Queensland to advance strategic initiatives.

Parties to SWQROC include Balonne Shire Council, Bulloo Shire Council, Maranoa Regional Council, Shire of Murweh, Paroo Shire Council and Quilpie Shire Council.

Further information in relation to SWQROC can be located via the website: www.swqroc.org.au.

South West Queensland Water and Sewerage Alliance (SWQWSA)

The Water and Sewerage Alliance consists of the same Councils as SWQROC. Its focus is on cooperation in the water and sewerage area. Key initiatives are the inspection and classification of all water and sewerage assets across the region, and the employment of a graduate water and sewerage engineer.



In 2022, SWQWSA secured funding from the Building our Region Round 6 Planning, for a Water and Sewerage Infrastructure Strategy. The project value and approved funding is \$1,522,600.

The project involves the development of a regional water and sewerage infrastructure strategy for SWQWSA Councils, which will inform and address the current and future infrastructure needs of all its member Councils in an integrated and achievable manner.

This was a multi-year project and was completed this financial year.

South West Region Roads and Transport Group (RRTG)

The RRTG consists of the six south west Councils. Its primary purpose is to analyse and distribute Transport Infrastructure Development Scheme (TIDS) funds across the designated Local Roads of Regional Significance. In past years, Quilpie has benefited from reallocated funds (unspent group funds) which went towards the Quilpie-Adavale (Red) Road sealing project.

Darling Downs South West Queensland Council of Mayors (DDSWQCoM)

The Darling Downs and South West Queensland Council of Mayors (DDSWQCoM) was formed in October 2015 to lobby for the needs of the Darling Downs and South-West Queensland.

The Council of Mayors represents the communities of the Bulloo, Quilpie, Paroo, Murweh, Maranoa, Balonne, Western Downs, Goondiwindi, Southern Downs and Toowoomba Regions and Shires, covering an area the size of Sweden. The group represents one quarter of Queensland's land area and carries around 25% of its cattle stock and produces 75% of its grain and pulse crops.

Meetings of the DDSWQCoM are held three times a year where practical, once on the eastern side of the region, once on the western side of the region and a final meeting held in conjunction with the LGAQ Annual Conference each year.

Western Queensland Alliance of Councils (WQAC)

The Western Queensland Alliance of Councils (WQAC) is a collaboration between the three regional organisations of councils in Western Queensland—North West Regional Organisation of Councils (NWQROC), Remote Area Planning and Development Board (RAPAD), and South West Regional Organisation of Councils (SWQROC) and provides a united voice for all Western Queensland.

The three bodies represent 25 Councils across the north west, central west and south west of Queensland. This area covers 60 per cent of the State and makes a major contribution to the economies of Queensland and Australia. They have come together under the banner of the WQAC to represent the views of our 24 rural and remote Councils on matters of common concern in the State's far west.

Further information in relation to WQAC can be located via the website: www.wqac.com.au

ADVOCACY

This year Council had four key advocacy priorities for state and federal government investment. The goal was to secure funding for critical infrastructure projects that enhance flood resilience, boost economic growth, and improve essential services for our community.



EROMANGA NATURAL HISTORY MUSEUM

Funding secured for Stage 3

Project background

The internationally significant Eromanga dinosaur fossil fields were discovered in 2004 in the Lake Eyre Basin, Queensland, near the town of Eromanga. The Eromanga Natural History Museum (ENHM) project began the same year. The museum houses Australia's largest dinosaur and megafauna collections within their region of discovery. This includes *Australotitan cooperensis* (nicknamed 'Cooper'), Australia's largest dinosaur and the second largest in the world by mass and length. The facility has been developed and now is managed by the Outback Gondwana Foundation Ltd (OGF), a not-for-profit registered Australian charity and deductible gift recipient, established in 2007. Both OGF and Quilpie Shire Council (QSC) have provided significant cash and in-kind contributions for each stage of the project.

Stage 1a of the development, which opened in 2016, included the design and construction of a working science centre and staff accommodation.

Stage 1b, completed in April 2017, involved the construction of luxury 4-star accommodation for tourists, volunteers, and visiting scientists. Stage 2a, completed in 2020, encompassed a reception area, museum, shop, office space, café, theatre gallery, and the 'Stardust to Supercontinents' geological timeline.

This timeline spans from Earth's fiery formation in the Hadean period, 4.6 billion years ago, through the Archean and Proterozoic, to the Phanerozoic, 541 million years ago. Stage 2b, completed in 2022, included galleries with an interpretation corridor, glazed viewing into preparation labs, the holotype room, the fossil collection room, and the plant room.

Recent developments – stage 3

On 8 January 2025, the Australian Government announced a successful grant application of \$14.8 million for the Eromanga Natural History Museum Dinosaur Galleries under the Growing Regions Program. Stage 3 will comprise six galleries, including a Grand Dinosaur Gallery and associated amenities, with a multi-purpose design. The Grand Dinosaur Gallery will feature a scientifically accurate, 3D-printed life-sized skeleton of 'Cooper' valued at \$1 million. The 30-meter-long and 6.5-meter-high printed skeleton will be fully showcased once Stage 3 is complete. This project will be constructed alongside the successful Building Bush Tourism Grant received by the Outback Gondwana Foundation Ltd for the construction of a children's dig pit, which will include 3D-printed replicas from the museum's fossil collection for \$187,000.

Quilpie Shire Council will contribute \$3 million, bringing the entire project to \$18 million. Council has a strong track record of delivering State and Federal Government funded projects on time and within budget. This success has led to the financial commitment towards Stage 3 of the Eromanga Natural History Museum, which will be the largest built infrastructure project in the Shire's history.

Conclusion

Support for paleo tourism infrastructure products and experiences has never been more critical. The delivery of Stage 3 of the Eromanga Natural History Museum will be the largest financial investment in paleo tourism in Australia's history. The State Government's financial support for this project will ensure that Queensland is seen as the Paleo Tourism Capital of Australia, attracting interstate and international visitors. The project provides an opportunity to capitalise on the Brisbane 2032 Olympic and Paralympic Games. It will be the closest major dinosaur museum to Brisbane, ready to offer a world-class paleo tourism experience to a broad range of visitors interested in recreation, education, and science.



IMPROVE FLOOD IMMUNITY – FOR THE QUILPIE-THARGOMINDAH ROAD AND SOUTH COMONGIN CROSSING

Project Acceleration Request

Historical context

The South Comongin Crossing, situated 32km south of Quilpie on the Quilpie-Thargomindah Road (ID 7003), is a crucial transport route for regional connectivity among the Quilpie, Bulloo, Barcoo, Paroo, and Diamantina Shires. Constructed in 1972, this crossing over the Bulloo River serves as a lifeline for the transportation of groceries, fuel, mail, livestock, freight, tourism, education, and emergency services. As a vital link between Queensland and New South Wales, the crossing significantly contributes to the regional economy, especially during major tourism events like the Big Red Bash and the Birdsville Races.

Its importance extends beyond local boundaries, fostering economic and social ties across state lines and enhancing the vibrancy of outback Queensland.

The Department of Transport and Main Roads (TMR) completed a business case study for the upgrade of the culvert crossings at the Bulloo River on the Quilpie-Thargomindah Road. The case study confirmed that the South Comongin Crossing has a very low level of flood immunity.

TMR's hydraulic analysis demonstrates the crossing passes approximately $40\text{m}^3/\text{s}$, which is far lower than the estimated 63.2% Annual Exceedance Probability (AEP) peak flow of $101\text{m}^3/\text{s}$.

When the crossing is closed, vehicles must take a 70km detour on an unsealed road, which is easily damaged, unsuitable for heavy vehicles, and prone to flooding and closures.

Recent developments

The South Comongin Crossing is a key crossing of the Bulloo River on the Quilpie-Thargomindah Road. Over the past 20 years, substantial investment has been made in sealing the road. The final section, Chainage 138.12-142.12 in Bulloo Shire, was completed in late 2024 through the Transport Infrastructure Development Scheme (TIDS) program. This has resulted in a fully sealed 195km vital link between Quilpie and Thargomindah.

The Crossing, however is frequently closed or restricted, with an average annual submergence time of 53 days. In 2024, the crossing was closed for a total of 59 days. Due to ageing infrastructure and its deteriorating state, the structure is currently operating outside its designed margins, though still within safety factors. Extra precautions are necessary for inspecting and reopening the bridge after each closure. When the crossing is closed, vehicles must take a 70km detour on an unsealed Shire road, which is easily damaged, unsuitable for heavy vehicles, and prone to flooding and closures. This has recently led to essential goods destined for Thargomindah, which were transported under the State Government's Remote Communities Freight Assistance Scheme, being rerouted onto the Quilpie Shire road network, causing damage to this important Shire road.

Community and strategic planning

Council continues to receive numerous complaints regarding the frequent and prolonged closure of the South Comongin Crossing, which impacts the supply and access to groceries, fuel, mail, livestock, freight, tourism, education, and emergency services.

In October 2023, TMR completed an options analysis and concluded that increasing the height of the bridge should be pursued to improve the Annual Exceedance Probability immunity. This is the most economical option, delivering the greatest benefit and meeting TMR's minimum geometric standards.

Conclusion

As the Quilpie-Thargomindah Road is a state-controlled road, TMR has secured funding to develop a business case for the upgrade of the South Comongin Crossing. TMR estimates that it will take 12 months to develop a complete business case, followed by detailed design and construction phases. Given its regional importance, the Quilpie Shire Council is urging the Queensland Government to expedite this project to minimise the significant adverse impacts affecting residents across the Quilpie, Bulloo, Barcoo, Paroo, and Diamantina Shires and to build a stronger, more resilient future for outback Queensland.



QUILPIE SEWAGE TREATMENT PLANT

Funding Request

Historical context

Quilpie has been fully sewered since 1938, making it one of the first towns in the Commonwealth to receive this essential service. Significant improvements were made in 1966, including an augmentation of the pumping capacity and enhancements to the treatment plant at a cost of \$8778. This 86 year old infrastructure is at the end of its useful life and needs to be replaced. The 'for-construction' design for its replacement has been completed and the preferred supplier selected.

Recent developments

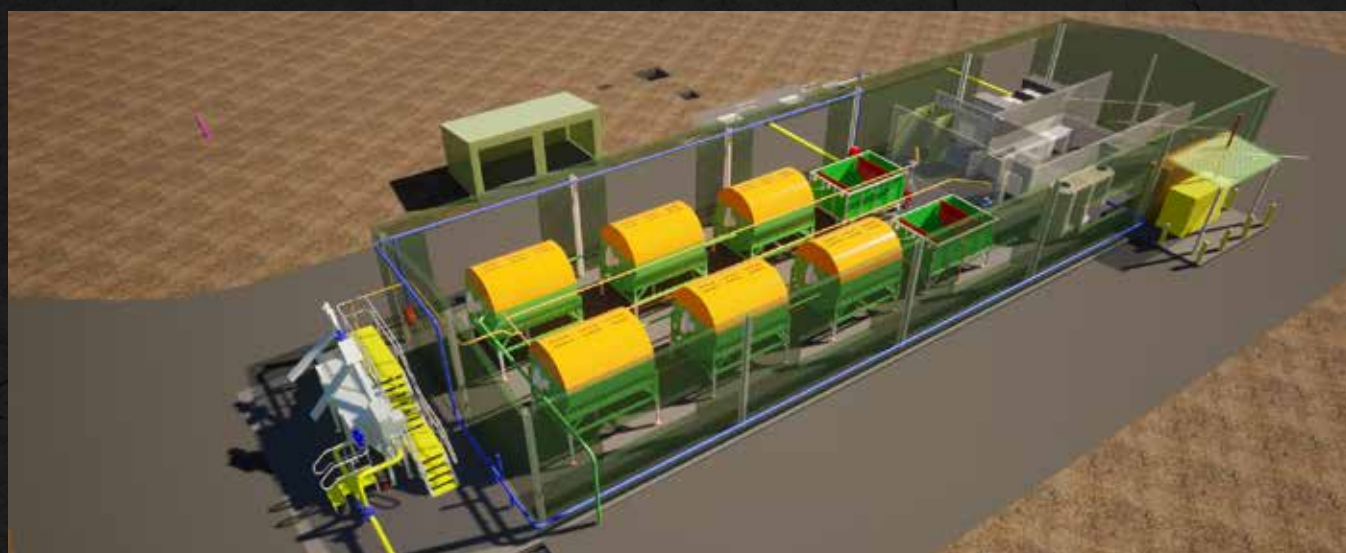
In 2019, an audit by the Department of Environment and Science highlighted concerns about the STP's capacity and compliance with water quality standards. MJM Environmental's subsequent investigation confirmed that the STP was nearing the end of its operational life and its effluent quality did not meet mandated standards. Additionally, the plant posed environmental and financial challenges, including high upkeep costs and the need for 7-day operator attendance, along with several Workplace Health and Safety improvements identified in the audit.

Project costs and funding needs

The total project cost is estimated at \$10.9M, combining \$1M spent on design work to date and a forecasted construction cost of \$9.9M. An earlier grant application for State Government funding under the 2024-28 Local Government Grants and Subsidies Program was unsuccessful. State Government funding is crucial to ensure the STP upgrade proceeds, enabling compliance with Environmental Authority requirements and expanding the plant's capacity to accommodate Quilpie's growing population.

Conclusion

The successful upgrade of this 86 year old STP is vital for maintaining effective asset management, meeting regulatory requirements, and fulfilling community expectations to provide essential infrastructure. State Government funding is crucial to ensure this critical infrastructure project proceeds, supporting Quilpie's growth and sustainability.





A VISION FOR A RESILIENT INLAND FREIGHT NETWORK

The Western Freight Route is a strategic initiative led by Quilpie Shire Council to establish a cost-effective, resilient inland freight corridor that enhances regional connectivity, strengthens transport reliability, and drives economic growth across Western Queensland and beyond.

Why this investment is essential?

Quilpie Shire, located in south-west Queensland, spans an expansive 67,415 square kilometres and plays a vital role in the state's economy. The region is a key hub for agriculture, oil and gas production, and tourism, contributing significantly to Queensland's economic output.

Western Queensland contributes \$16 billion annually to the national economy, with one in three jobs in agriculture and resources. However, frequent extreme weather disrupts transport networks, causing economic losses, community isolation, and broader instability.

The Western Freight Route is a low-cost, high-return investment that would provide an alternative inland freight corridor, ensuring resilience, reliability and efficiency for Queensland's vital supply chains. This strategic infrastructure project would safeguard regional industries, tourism, and essential service delivery, reducing freight disruptions and bolstering economic growth.

Overview

The Western Freight Route spans from Far North Queensland to Adelaide, passing through regional centres including Charters Towers, Torrens Creek, Aramac, Barcaldine, Blackall, Adavale, and Quilpie.

From Quilpie the route has two options:

1. Townsville to Adelaide via Quilpie, Eromanga, and Innamincka into South Australia (South Australian Government has committed to sealing the Strzelecki Track).
2. Townsville to Adelaide via Thargomindah and Broken Hill through Warri Gate Road and the Silver City Highway (New South Wales Government sealing its portion and Bulloo Shire progressively sealing Warri Gate Road).

The key missing links preventing its full functionality are:

1. Adavale-Blackall Road (210.71 km total, including 96.97 km in Quilpie Shire)
2. South Comongin Crossing (a crucial flood-prone crossing on Quilpie-Thargomindah Road)

For an estimated \$150 million, these sections can be sealed, providing a cost-effective inland freight route that reduces travel distance, improves supply chain efficiency, and enhances road safety.

Key benefits of the Western Freight Route

- **Redundancy to the Inland Road Network:** The Western Freight Route provides a vital inland alternative to the Bruce Highway. Sealing this route ensures a reliable freight and passenger corridor during natural disasters.
- **Reduces Travel Distances:** Saves 246km and 3 hours in freight travel time between Townsville and Adelaide versus existing routes.
- **Cuts Carbon Emissions:** Lower fuel usage due to more direct and faster transport options.
- **Enhances Road Safety:** Sealed roads reduce risk of accidents for heavy vehicles and tourists.
- **Drives Regional Economic Growth:** Supports transport logistics, tourism and industry.
- **Boosts Agricultural Competitiveness:** Provides faster and more reliable access to key agricultural markets, including the Blackall Saleyards and the proposed \$65M Blackall Wool Scour.
- **Improves Flood Resilience:** Ensuring permanent all-weather access strengthens supply chains and prevents economic disruptions during extreme weather events.

Our ask: a modest but transformative investment

- **Total Cost: \$150 million**—a fraction of the \$1 billion Queensland Inland Freight Route (Emerald-Roma-Mungindi-Bourke).
- **Proven Cost-Effectiveness:** Quilpie Shire Council has a strong track record delivering cost-effective road infrastructure projects. Adavale Red Road case study shows 36.33% cost reduction through innovative materials sourcing and local workforce development.

ADVOCACY WORK WITH THE QUEENSLAND AND AUSTRALIAN GOVERNMENTS

A delegation of Cr Barnes, CEO Justin Hancock and Mayor Hall presented to Federal Ministers in Canberra on 18/19 November. The presentation was a lobby piece to gather support from relevant Ministers for our current application under the Growing Regions Grant program. This application supports the completion of the third and final stage of the Eromanga Natural History Museum. Getting this across the line will have significant outcomes in advancing the global brand of Quilpie Shire Tourism.





Mayor Ben Hall, Cr Lyn Barnes, and CEO Justin Hancock went to Brisbane in February to meet with State Ministers and Assistant Ministers to discuss key projects for the Shire.

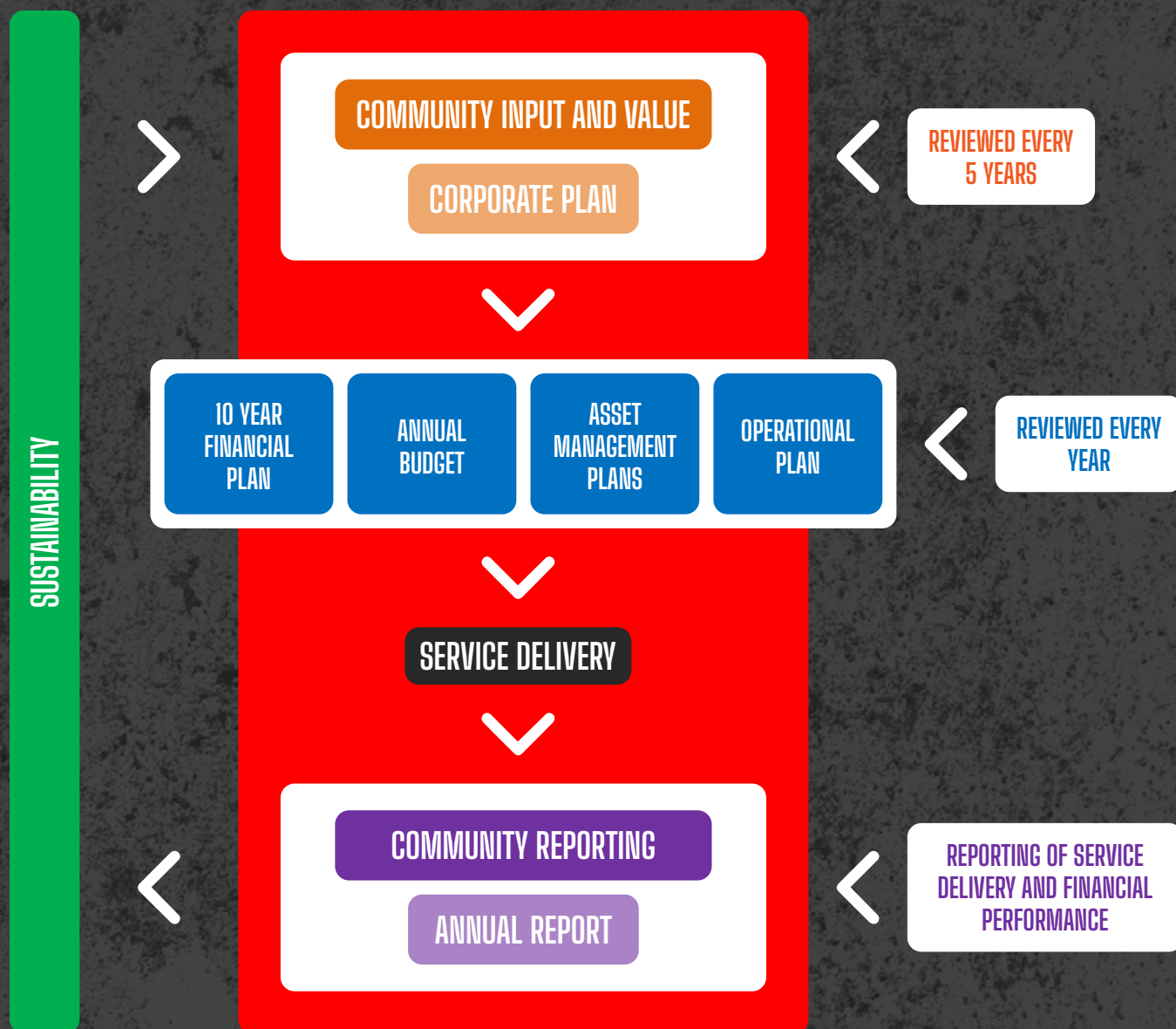
During their meeting with the Honourable Jarrod Bleijie MP, Deputy Premier, Minister for State Development, Infrastructure and Planning, and Minister for Industrial Relations, Council discussed the shovel-ready rural residential development in Quilpie and critical infrastructure, particularly the need to maintain and upgrade essential services such as water and sewerage. Quilpie was one of the first towns in the Commonwealth to be fully sewered in 1938; however, the existing Sewage Treatment Plant is nearing the end of its life and requires a \$9.9M investment for replacement. Additionally, Council highlighted the importance of the resource sector to the Shire and the need for sound state policies to encourage sustainable investment and growth in the industry.

The Honourable John-Paul Langbroek MP, Minister for Education and the Arts, was briefed on the recent announcement regarding the Eromanga Natural History Museum and its significance in showcasing Queensland's natural history to the world. Council also emphasised the importance of the Regional Arts Development Fund in supporting cultural events within the Shire and assisting outstanding not-for-profit organisations like the Quilpie Cultural Society.



The day concluded with attendance at the Queensland Resources Council's (QRC) Resources Roundup at Parliament House. A special thank you to Trevor Watts MP, Assistant Minister to the Premier and Southwest Queensland, for sponsoring the event.

OUR STRATEGY IN ACTION





CORPORATE PLAN 2022-2027

OUR HOME, OUR COMMUNITIES

Our home is a place where you can live with great freedom, a place of ancient and enduring landscapes. Over many generations we have built the skills of resourcefulness and adaptability.

We care for our environment and for each other. We value the importance of leadership and building capacity to create a dynamic place where everyone can thrive.

Our home is a place where we live because we love our way of life, where we can create, build great businesses and career opportunities, and feel a strong sense of belonging.

Our lands hold secrets from the past, where unique paleolithic remains and ancient traces from the dinosaur age have been discovered and preserved. We acknowledge and hold in respect the Boonthamurra, Bidjara, Kullilli, Mardigan and Wongkumara peoples.

Our future will be secure through investment in lifelong learning and enhancing skilling through both improved digital connectivity, and, developing hub-like spaces - to build communities of best practice to grow ideas, stimulate innovation and create new opportunities.

We look forward to building upon our vision of great places to live with flourishing economies.

GREAT PLACE TO LIVE

Ensure our communities are places where people feel valued and have access to opportunities to build their own capacity, lead healthy lifestyles and stay connected.

FLOURISHING ECONOMY

Grow and diversify business, industry and the visitor economy with a focus on fostering new ideas, innovation and building entrepreneurship.

ENVIRONMENTAL SUSTAINABILITY

Protect and enhance the environment through considered and sustainable growth with best practice environmental management and policy implementation.

STRONG GOVERNANCE

Implement a framework to support strategic growth through best practice systems, policies and financial control.



COUNCIL'S VISION, MISSION, PRINCIPLES AND VALUES

OUR VISION

Inviting and welcoming communities responsive to change where people, business and industry can all thrive.

OUR MISSION

Digitise, connect, grow leaders, build skills, and offer well-designed spaces and highly liveable community environments.

OUR PRINCIPLES

- Value our people as the heart of our community
- Always embed a positive approach
- Enable digital transformation
- Connect to learn and grow opportunities for innovation
- Secure our future through a flourishing economy
- Support and grow leaders
- Embrace change, adapt and measure success

OUR VALUES

RESPECT

We treat each other with respect regardless of status. We act professionally, support each other and our organisation, and together we celebrate our successes with understated pride.

COMMUNICATION

We share information and knowledge with each other in an open, clear and timely manner. We actively and empathetically listen to each other, seek to understand and embrace robust conversations. We aim for constructive debate rather than criticism.

FUN AND HUMOUR

We incorporate fun and humour in the workplace and recognise that it promotes positive workplace relationships and positive workplace behaviour such as knowledge sharing, informal training and empathy in times of need.

PRIDE

We have pride in ourselves, our organisation and our workplace. We strive to deliver high quality work and innovative programs and services to our communities.

TRUST

We treat people with integrity, respect and empathy to build and maintain positive relationships. Trust in our workplace promotes confidence that the organisation and colleagues care about you and respect your knowledge and what you stand for.

TEAMWORK

We are one organisation across all functions and locations within the Shire. We work towards a common goal through cooperation and teamwork.



PROJECT FUNDING

Project	Grantor
SES Vehicle - Eromanga (Replace Plant 31)	Queensland Fire & Emergency Services (SES Support Grant)
SES Shed Extension	Queensland Fire & Emergency Services (SES Support Grant)
Townhouse Estate Development	Department of State Development, Local Government and Planning
Bob Young Memorial Park Upgrade	Department of State Development, Local Government and Planning
Quilpie Filtration Changeover	Department of State Development, Local Government and Planning
Adavale Water Main Replacement	Department of State Development, Local Government and Planning
Sommerfield Road Water Main Upgrade	Department of State Development, Local Government and Planning
Sewer Pump Station at Quarrior Street, Quilpie	Department of State Development, Local Government and Planning
Local Roads and Community Infrastructure Program - Phase 3 Various Projects	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
Local Roads and Community Infrastructure Program - Phase 4A Various Projects	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
Local Roads and Community Infrastructure Program - Phase 4B Sealing Adavale Black Road Chainage 2.600 to 7.400	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
Roads to Recovery 2024-2029 (Capital Projects)	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
Sewage Treatment Plant Replacement Design Documentation (Future capital project)	Department of State Development, Local Government and Planning Building our Regions Round 6 (Planning)
Quilpie Airport Upgrade Design	Department of State Development, Local Government and Planning
TOTAL	

● Completed ● Multi-year project - in progress

	Funded by	Total grant	Forecast/Final Project Cost (inclusive of Council's own funding)	Grant funding recognised in 2024/25	Project Status
	Queensland Government	29,000	56,852	29,000	●
	Queensland Government	10,635	14,615	10,635	●
	This Townhouse Estate Development was developed with the support of the Queensland Government's Local Government Grant and Subsidy Program in association with Quilpie Shire Council.	2,192,077	7,329,372	918,723	●
	Proudly funded by the Queensland Government's Works for Queensland program 24-26.	450,000	450,000	14,741	●
	Proudly funded by the Queensland Government's Works for Queensland program 24-26.	250,000	250,000	40,194	●
	Proudly funded by the Queensland Government's Works for Queensland program 24-26.	260,000	260,000	78,886	●
	Proudly funded by the Queensland Government's Works for Queensland program 24-26.	360,000	360,000	110,043	●
	Proudly funded by the Queensland Government's Works for Queensland program 24-26.	300,000	300,000	5,689	●
	These projects have been funded through the Australian Government's Local Roads and Community Infrastructure (LRCI) Program.	1,783,314	1,783,314	161,688	●
	These projects have been funded through the Australian Government's Local Roads and Community Infrastructure (LRCI) Program.	891,657	900,000	257,965	●
	These projects have been funded through the Australian Government's Local Roads and Community Infrastructure (LRCI) Program.	514,327	514,327	331,211	●
	The Roads to Recovery Program is funded by the Australian Government.	1,158,922	1,158,922	1,158,922	●
	This Sewage Treatment Plant Replacement Design Documentation was developed with the support of the Queensland Government in association with the Quilpie Shire Council.	299,965	740,922	119,986	●
	Queensland Government Local Government Grants and Subsidies Program 24-28 Planning.	150,000	250,000	72,505	●
		\$8,649,897	\$14,368,324	\$3,310,188	

COMPETITIVE GRANT APPLICATIONS

Grant and subsidies are an important source of revenue for Council to provide services, projects and critical infrastructure.

As funding rounds are announced, Council reviews eligibility requirements and alignment with Council plans and priorities. Applications take a considerable amount of time, resources and funds to meet the application requirements.

For 2024/25, \$27.104 million of grants and subsidies have been secured to assist in funding services and projects for our shire (Recurrent - \$260,750 and Capital - \$26.843 million). This will make an extraordinary difference to the level of service and the number of projects that Council will deliver for our shire.



SUCCESSFUL FUNDING APPLICATIONS

Funding program	Funded by	Project	Funding request	Status
Accessible Tourism Elevate Fund – Access Project Grants	Queensland Government	Quilpie Visitor Information Centre Accessibility Master Plan – Stage 2	Funding request: \$69,500	Funding Approved
Building Bush Tourism Fund	Queensland Government - Department of Tourism and Sport	Quilpie Visitor Information Centre, Museum and Gallery to construct undercover entertainment area and museum entry improvements for visitors with mobility concerns	Funding request: \$56,109	Funding Approved
Local Government Grant and Subsidies Program 2024-28 (Planning – Detailed Design)	Queensland Government	Quilpie Airport Upgrade Design	Funding request: \$150,000 Total project cost: \$250,000 Council contribution: \$100,000	Funding Approved
Growing Regions Round 2	Australian Government	Eromanga Natural History Museum Stage 3 Design & Construct	Funding request: \$14,800,000 Total project cost: \$18,000,000 Council contribution: \$3,000,000 OGF Contribution (Building Bush Tourism Fund): \$200,000	Funding Approved
RADF (Regional Arts Development Fund)	Queensland Government (Arts Queensland)	Local arts and cultural priorities	Funding request: \$26,250	Funding Approved
Australia Day Community Events Program	National Australia Day Council	2025 Australia Day Awards & Celebrations	Funding request: \$15,000	Funding Approved
SES Support Grant 2025-26	Queensland Government (SES Qld)	ATV & Trailer Combination	Funding request: \$39,316	Funding Approved
LRCIP 3	Australian Government	Concrete Floodway - Monkey Coolah Floodway on Kyabra Rd Concrete Floodway - Onion Creek Ch 6.895 Concrete Floodway - Humeburn Road Ch 5.899 Concrete Floodway - Humeburn Road Ch 17.805	Funding request: \$397,000 Total project cost: \$420,000 Council contribution: \$23,000	Application approved and grant agreement extension fully executed 8/5/2025
QRA – Queensland Mitigation Fund (Infrastructure) Crucial Access Links Program	Queensland Government / Australian Government	Quilpie Airport Upgrade (Pavement)	Total project cost: \$11,607,375 Funding request: \$11,607,375	Funding Approved

APPLICATIONS PENDING AN OUTCOME AT THE END OF THE FINANCIAL YEAR

Funding program	Funded by	Project	Funding request	Status
Remote Airstrip Upgrade Program – Round 11	Australian Government	Toompine Airstrip – Secure and Safer Runway with Perimeter Fencing	Funding request: \$102,250 Total project cost: \$204,500 Council contribution: \$82,250 Council in-kind support valued at \$20,000	Application Submitted
Scheme Supply Fund 2024-2026 – Pathway 1 - Allocation	Queensland Government	Quilpie Shire Council Planning Scheme Update	Funding request: \$100,000 Total project cost: \$100,000	Application Submitted
Country Roads Connect (CRC) Program	Queensland Government	Sealing of Old Charleville Road and Napoleon Road	Funding Request: \$14,500,000 Total project cost: \$15,000,000 Council contribution: \$500,000	Application Submitted
Disaster Ready Fund	Queensland Government	Napoleon Road and Old Charleville Road – Sealing of low-lying sections	Funding request: \$900,000 Total project cost: \$1,000,000 Council contribution: \$100,000	Application submitted
Residential Activation Fund	Queensland Government	Quilpie Town Rural Residential Estate Infrastructure	Funding Request: \$2,576,250 Total project cost: \$4,400,000 Council contribution: \$1,720,000	Application Submitted
Community Energy Upgrades Fund Round 2	Australian Government	Quilpie Community Energy Upgrade Project (Solar panel power generation systems – 3 x Council buildings)	Total project cost: \$154,163 Funding request: \$77,082 Council contribution: \$77,083	Application Submitted

UNSUCCESSFUL FUNDING APPLICATIONS

Funding program	Funded by	Project	Funding request	Status
Community Energy Upgrades Fund Round 1	Australian Government	Quilpie Community Energy Upgrade Project (Solar panel power generation systems – 3 x Council Buildings)	Funding request: \$122,500 Total project cost: \$250,000 Council contribution: \$122,500	Application Unsuccessful
Growing Future Tourism Program Round 2	Queensland Government - Department of Tourism and Sport	Eromanga Natural History Museum – Stage 3 Final Design (for construction)	Funding request: \$1,500,000 Total project cost: \$3,000,000 Co-contribution from Council: \$1,500,000	Application Unsuccessful
Housing Support Program – Community Enabling Infrastructure Stream Grant Application	Australian Government - Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Quilpie Town – 30 Lot Residential Estate Construction of infrastructure to produce a 30 lot subdivision, includes upgrade of existing roads (1.3km), new roads (1.4km), stormwater drainage, and water reticulation, power and telecommunications to the estate.	Funding request: \$3,080,000 Total project cost: \$3,580,000 Council contribution: \$292,000 Council in-kind support valued at \$208,000	Application Unsuccessful
Local Government Grant and Subsidies Program 2024-28 (Infrastructure – Replace Existing)	Queensland Government	Quilpie Sewerage Treatment Plant	Funding request: \$7,990,542 Total project cost: \$9,988,178 Council contribution: \$1,997,636	Application Unsuccessful
Safer Local Road and Infrastructure Program (SLRIP)	Australian Government	Flood proofing of Napoleon Road Multiyear project: 2024-25 2025-26 2026-27	Funding request: \$2,973,760 Total project cost: \$3,723,760 Council contribution: \$750,000	Application Unsuccessful
Active Women and Girls Round 1	Queensland Government	Motorcyclist Gymkhana and endurance introduction and coaching weekend for Women and Girls for the age of 4 years.	Funding request: \$25,000	Application Unsuccessful
NAB Foundation Community Grant	National Australia Bank	Disaster Management – Generator Bulloo Park	Funding request: \$44,406	Application Unsuccessful
Active Transport Fund	Australian Government	Connecting Quilpie: Design and Construct Missing Footpath Link from Town Centre to Airport and Baldy Top	Funding Request: \$135,000 Total project cost: \$270,000 Council contribution: \$135,000	Application Unsuccessful

4 OUR ORGANISATION



EXECUTIVE LEADERSHIP TEAM (ELT)

JUSTIN HANCOCK

Chief Executive Officer

Justin commenced with Council in January 2021. His working life started in Year 11 & 12 when he undertook a 12-month school-based traineeship with Centrelink completing a Certificate II in Business. He then commenced working at Mt Isa Council in March 2009 as a Trainee and moved into a Cadet Finance Officer role while he completed his Bachelor of Business (Accounting/Business Law). On completion of his studies, he commenced as a Finance Officer.

In December 2015 Justin commenced as Finance Manager at Mornington Shire Council, prior to restructuring into Executive Manager Financial Services in 2016. In September 2017 he commenced as Manager of Financial Services at Carpentaria Shire Council, elevating to the role of Director Corporate Services and Deputy CEO in December 2018.

During his spare time, Justin enjoys playing golf and creating masterpieces with paint by numbers.

ENG LIM

Director Infrastructure Services

Eng commenced with Council in mid-November 2024. He brings more than 30 years of global engineering and leadership experience, having worked internationally in the Middle East, the United Kingdom, India, Singapore, Malaysia, Indonesia, and Thailand.

Before joining Quilpie, Eng served as Manager Engineering, Assets and Resource Recovery at Macedon Ranges Shire Council in Victoria where he led significant improvements in capital works delivery, road safety strategy, asset management planning and resource recovery. His earlier experience includes leadership roles with the City of Maribyrnong, the Abu Dhabi Urban Planning Council, and the Abu Dhabi Department of Transport, where he contributed to city-scale infrastructure planning and transport innovation.

He holds a Bachelor of Civil Engineering, an MBA in Finance, and a Master of Science in Transportation, graduating as Valedictorian in collaboration with the Massachusetts Institute of Technology. He is a Registered Professional Engineer in both Queensland and Victoria and has received multiple awards for excellence in infrastructure sustainability, and road safety.

A passionate lifelong learner, he is committed to continuous improvement, innovation through collaboration with research universities and mentoring emerging professionals within local government.

In his spare time, Eng enjoys travelling and spending time with his family, reading non-fiction work and hopes to pick up golfing in Quilpie.

LISA HAMLYN

Director Corporate and Community Services

Lisa commenced with Council in 1994 and has since held a variety of roles including Administration Officer (covering Rates, Debtors, Creditors, Records, and Housing), Executive Assistant to the CEO, Deputy CEO, Manager Corporate Services, and currently serves as the Director of Corporate & Community Services.

Lisa holds a Diploma of Local Government Administration, a Dual Diploma of Business and Management, and a Certificate IV in Workplace Training and Assessment.

Prior to joining Council, Lisa gained experience across a diverse range of fields.

Lisa is passionate about her community and enjoys spending time with family and friends, reading, and being actively involved in the Quilpie Shire.

BRIAN WEEKS

Deputy Director Infrastructure Services

Brian commenced working for Council in May 2020 as the Works Coordinator. Brian has a Diploma in Project Management, a Certificate IV in Civil Construction, a Certificate IV in Pyrotechnics, a Certificate IV in Training and Assessment, various certificates in Counter Disaster Operations, a number of plant tickets, and is an Airport Reporting Officer.

Prior to working for the Council, Brian worked in road construction at Albert Shire Council, Maintenance Supervisor at Winton Shire Council, and as an Overseer at Southern Downs Regional Council. In his spare time Brian enjoys camping, 4WD driving, walking, loves cars in general, and has been the Qld President of Municipal Works Australia.

SHARON FRANK

Manager Finance and Administration

Sharon is our Manager Finance and Administration. Sharon started at Quilpie Shire Council on 1 August 2022. Before coming to Quilpie, Sharon was the Director Corporate and Community Services at Maranoa Regional Council for 8 years. She is an experienced Director and Manager with a strong accounting and governance background and over 20 years experience leading and managing a diverse range of responsibilities in rural and remote local governments across Queensland.

Sharon has an Associate Degree in Commerce and is a Member of the Institute of Public Accountants (Australia).

All financial statements that Sharon has prepared have been audited by the Queensland Audit Office and achieved a 'clean bill of health' within statutory timeframe (i.e. not qualified).

Sharon has a passion for best practice in Annual Reporting and in previous roles was instrumental in improving reporting to internal and external stakeholders, and securing Australasian Reporting Award recognition ('Gold Award' for Annual Report - 5 consecutive years - 2019, 2018, 2017, 2016 and 2015).

Since 2014 Sharon has been volunteering her time, professional skills and knowledge in support of a not-for-profit organisation at a national level - the Australasian Reporting Awards. Sharon is an Adjudicator on the Examining Committee – working as a member of an expert panel to mark and benchmark annual reports from organisations that operate in a sector of her particular interest, knowledge, and experience (i.e. local government).

In her spare time, Sharon enjoys cooking, travelling and spending time with her family.

MIKE CASTLES

Manager Workplace Health and Safety and Quality Assurance

Prior to joining Council, Mike was self-employed for thirty years followed by a twelve-month break completing an Accounting Diploma and joining Mortgage Corporation Network as Credit Manager on the Gold Coast for three years, before returning to Quilpie.

Mike commenced with Council in 2006 as WHS Advisor, Quality Assurance Officer, Rehabilitation and Return to Work Officer. In 2017 and 2022 the Council achieved a LGW WHS Excellence Award for WHS Audit Compliance meeting the requirements of the National Self-Insurance Audit criteria.

Mike has a range of qualifications including Diploma of Accounting, Diploma Occupational Health and Safety, a Certificate IV Workplace Health and Safety, Certificate IV in Training and Assessment and Transport and Main Roads Traffic Management Design. Mike also holds a QBCC Pool Inspectors Licence.

Prior to joining Council, Mike was self-employed for thirty years followed by a twelve-month break completing an Accounting Diploma and joining Mortgage Corporation Network as Credit Manager on the Gold Coast for three years before returning to Quilpie.

In his spare time Mike enjoys Drawing, Oil and Acrylic Painting, Woodturning and Lawn Bowls.

MAREE RADNEDGE

Manager Human Resources

Maree's current employment with the Council commenced in March 2009 when she was appointed to the role of Information Technology Officer. She had previously worked for the Council for several years in the roles of Tourism Officer, and Tourism Development Officer. Maree has enjoyed undertaking a variety of roles including Records Management Officer, Payroll Officer, Debtors Officer, and HR Officer, before settling into the dedicated Human Resources role since April 2016. During her employment with the Council, Maree has been fortunate enough to undertake a variety of informal training and professional development opportunities, including a Diploma of Local Government (Governance and Administration).

In 2023, Council's Employee Health and Wellbeing program was nominated for a Local Government Mutual Services (LGMS) Risk Excellence Award, and was a top 3 finalist in the Local Government Managers Australia (LGMA) Qld Awards for Excellence in the Workplace Wellbeing category.

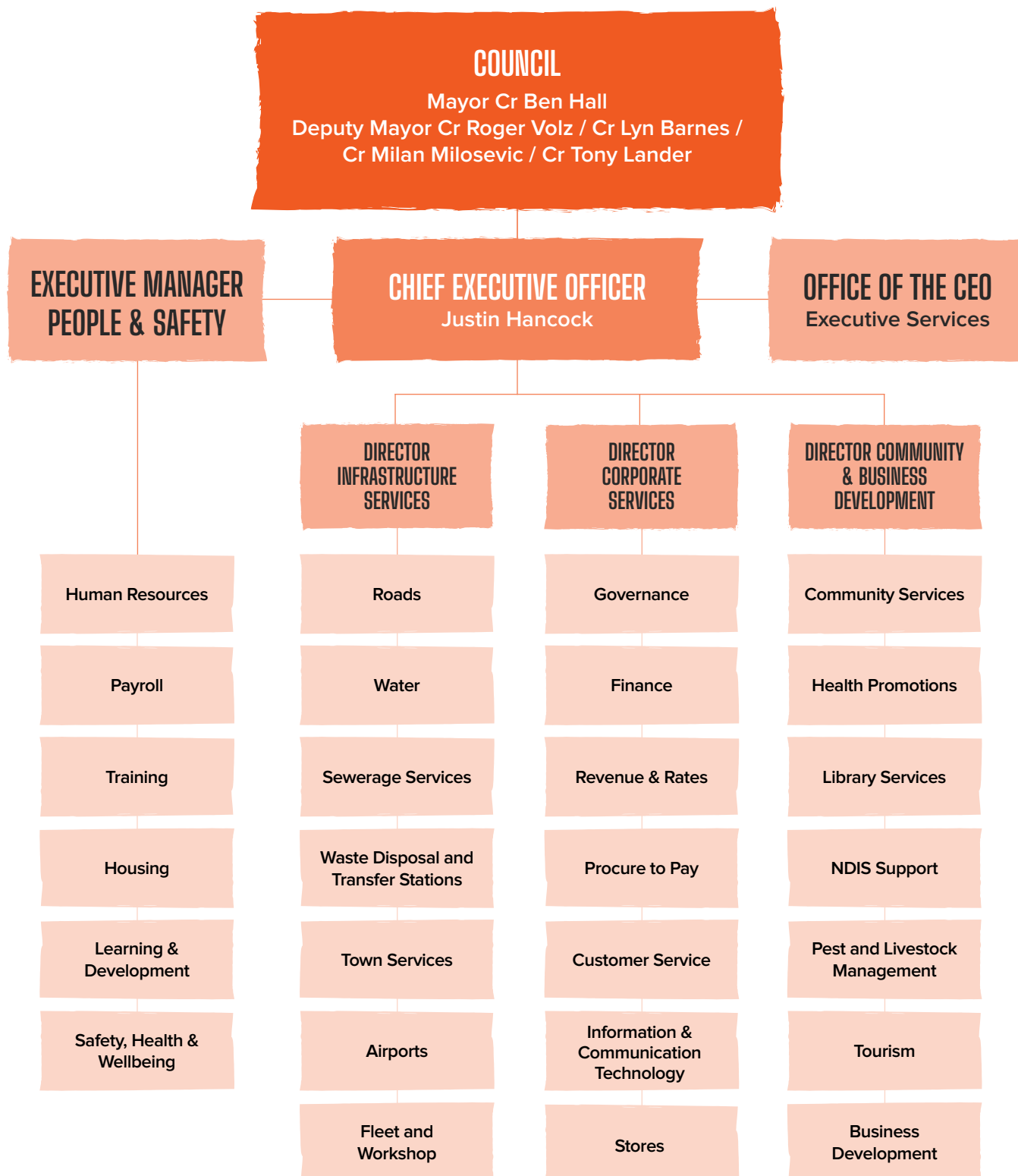
Prior to working for the Council, Maree held a variety of roles including Conveyancing Clerk, Administration Officer, Cash Officer, Payroll Officer and Accounts Payable Officer. She was born and raised in Quilpie and is very passionate about progressing and promoting our Shire.

When not working, she enjoys spending time with family and their variety of animals – especially her horses.

ORGANISATIONAL STRUCTURE

In accordance with section 196 (1) of the *Local Government Act 2009*, Council must by resolution adopt an organisational structure that is appropriate to the performance of the local government's responsibilities. Council's organisational structure defines areas of responsibilities throughout the organisation and is aligned with Council's strategic objectives.

A new Organisational Structure was adopted during the year with the primary change being a move to three directorates, with some additional positions. We have commenced the process to transition to the new structure and recruiting for some key positions.

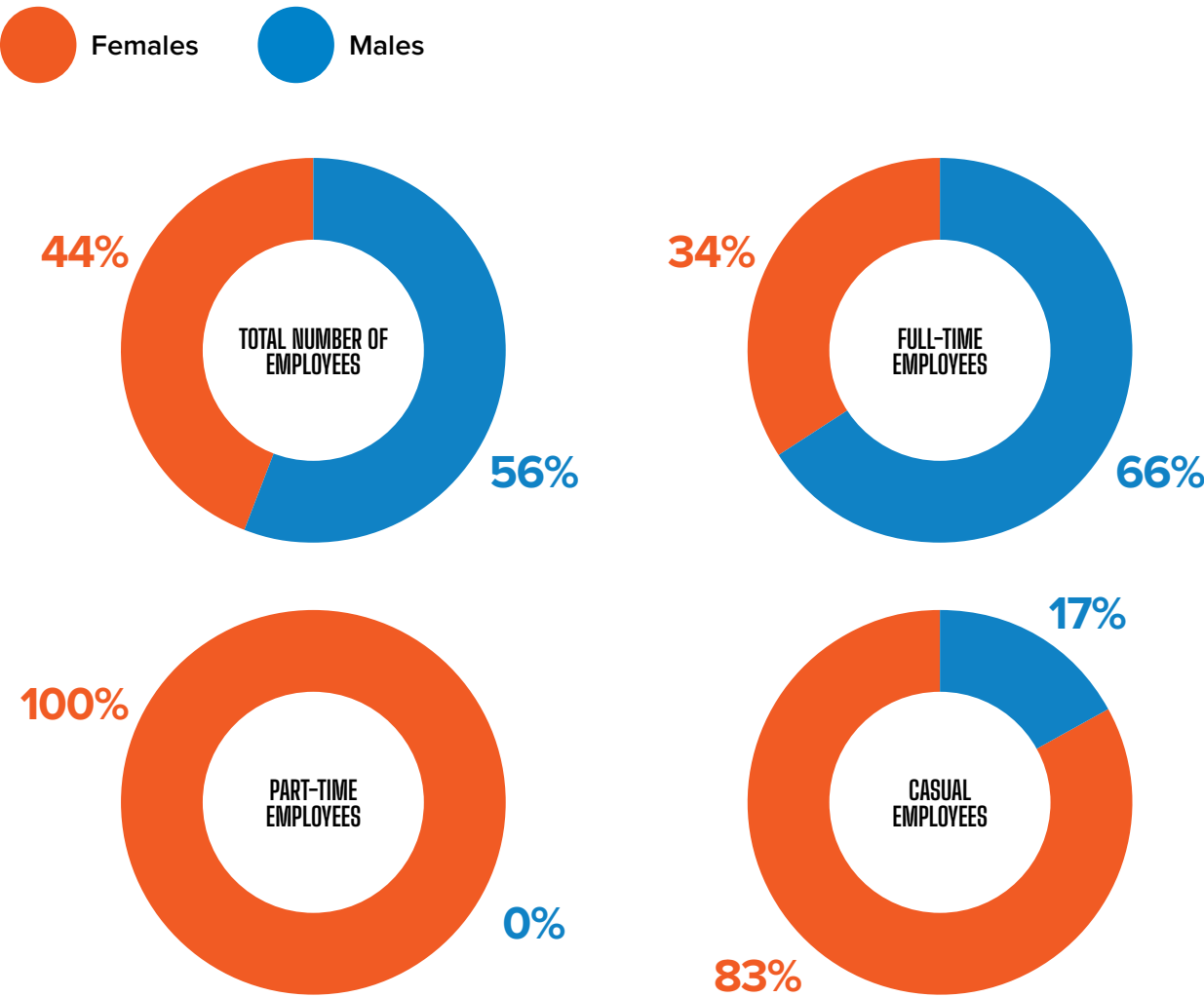


OUR WORKFORCE

Throughout the year, Council maintained an average workforce of 68 employees—the lowest staffing level recorded since 2016/17. As at 30 June 2025, Council employed a total of 68 people, including part-time and casual staff.

At the end of the financial year, Council recorded 59 full-time equivalent (FTE) employees, alongside 5 elected Councillors. This compares to 68 FTE at the same time last year.

Staff turnover increased marginally compared to previous years, with an average turnover rate of 29.7%. The vast majority of employees who left Council did so for personal reasons.



LENGTH OF SERVICE

Years of Service	Number of Employees
0 to 5	36
6 to 10	15
11 to 15	9
16 to 20	5
21+	3

AGE PROFILE OF EMPLOYEES

Age Group	Number of Employees
16 -20	4
21 – 29	7
30 – 44	18
45 – 55	14
56 – 64	17
65 +	8

SPECIAL PROJECTS

COLLABORATIVE EFFORTS DELIVER NEW AGREEMENT

The Quilpie Shire Council Certified Agreement 2021 reached its nominal expiry date on 22 February 2025. In preparation, Council issued a formal notice of intention to commence negotiations for a new agreement in October 2024.

The first negotiation meeting was held in Quilpie on Wednesday, 6 November 2024. Over the following months, the parties met on four occasions, working collaboratively to reach consensus. A new agreement was finalised on 7 March 2025.

The Quilpie Shire Council Certified Agreement 2024 was officially certified by the Queensland Industrial Relations Commission on 21 May 2025. It will remain in effect until 22 February 2029.

TECHNOLOGY THAT SUPPORTS OUR PEOPLE

Council supported the implementation of a new Human Resources (HR) and Learning Management System (LMS) to streamline processes, introduce automation, and keep pace with evolving technology. The system automates every stage of the employee lifecycle—from recruitment and onboarding through to performance management, training, and retirement—while also strengthening compliance, record-keeping, and data security.

The system is now accessible to all staff via personal devices, offering features such as online leave applications, access to policies and procedures, internal training, payroll updates, and uniform or training requests.

For Council, the system improves efficiency, engagement, and compliance—supporting a more connected and productive workforce.

STRENGTHENING OUR EMPLOYER BRAND

Council engaged a specialist employer branding partner to help define and communicate the unique value we offer as a workplace. The project focused on developing a clear and authentic Employee Value Proposition (EVP) that reflects the experiences and aspirations of our people, and supports talent attraction, engagement, and retention.

Stage 1 involved a robust discovery process with input from staff across the organisation. This phase resulted in the development of our EVP framework, messaging, and strategic recommendations—capturing what makes Council a unique and rewarding place to work.

Stage 2 focused on bringing the EVP to life through the creation of authentic people and careers content, including visual and written assets designed to resonate with current and prospective employees. This phase is scheduled for completion in late 2025.

By investing in our employer brand, Council is building a stronger connection with our workforce and positioning ourselves to attract the right talent for the future.

SUPPORTING YOUTH CAREER PATHWAYS

Council welcomed students from Quilpie State College as part of their annual structured work experience program. As part of our commitment to youth development, Council staff also visited the school to share insights into career pathways, offer resume-writing guidance, and provide practical tips for applying for roles.

Students were also invited to tour Council facilities, gaining firsthand exposure to the wide range of services and careers that contribute to our community. Council values the opportunity to support young people in their career planning and help prepare them for a successful transition into the workforce.



PROMOTING HEALTH & WELLBEING IN THE WORKPLACE

Council remains committed to supporting employee health and wellbeing through a range of initiatives. In 2024–25, staff continued to benefit from subsidised gym memberships, annual flu vaccinations, and ‘Feel Good Friday’—a weekly initiative featuring Trademutt shirts to spark mental health conversations.

This year, the program expanded to include subsidised aquatic activities, a monthly 10,000 steps challenge, and free access to a wellbeing app, offering flexible support for physical and mental health.

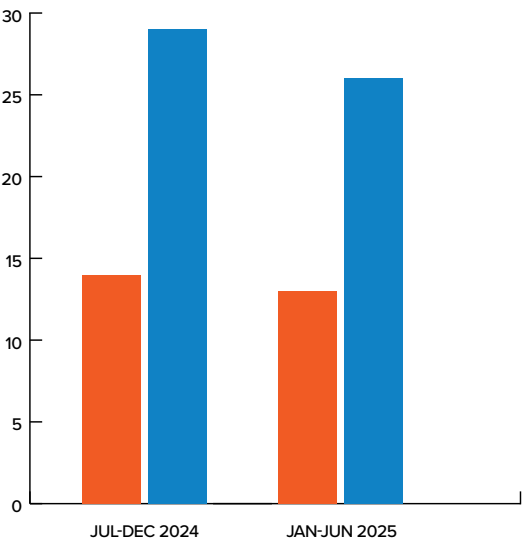
A highlight was the launch of custom ‘Colour Me Quilpie!’ Trademutt shirts, designed by staff and unveiled during Staff Wellbeing Week, reinforcing ownership and community spirit.

Council also maintained its investment in the Employee Assistance Program (EAP), a free, confidential counselling service for employees and their households. Delivered by a dedicated provider offering unlimited support and onsite visits, the EAP continues to play a vital role in staff wellbeing.

Staff accessed the EAP for a range of personal and professional matters, including work relationships, career planning, disaster recovery, and managerial support. Usage remained strong throughout the year, reflecting the program’s ongoing value across the organisation.

EMPLOYEE ASSISTANCE PROGRAM SERVICE UTILISATION

- Number of Staff
- Number of Sessions



Council’s annual Staff Wellbeing Week was delivered across two sessions in February and June, offering a wide range of free health and lifestyle services to employees. The initiative continues to be a cornerstone of Council’s commitment to supporting staff wellbeing, encouraging participation in activities that promote physical health, mental wellness, and long-term planning.

The following table outlines participation rates across the various services offered during the two-week program:

Health Check/Initiative	% Participation Rate
Blood Pressure & Blood Glucose	53%
EAP Consultations	13%
Group Session re Improving Sleep	20%
Group Session re Quitting Smoking	10%
Planning for Retirement Workshop	19%
Podiatrist Consultations	37%
Aqua Exercise &/or Aqua Pole ‘Come & Try’ Sessions	20%
Super Health Check Consultations	25%
Salary Packaging Consultations	10%
Sporting Clays ‘Come & Try’ Tour	29%
Hearing Checks	59%
Skin Checks	50%
Complete Fitness Workout at the Quilpie Gym	All staff



2025 Staff Wellbeing Week – launch of our Colour Me Quilpie! custom Trademutt shirts



Staff Wellbeing Week – Health Checks



Staff Wellbeing Week – Quilpie Sporting Clays 'Come & Try' Session



Whole of staff meeting



Guest Speakers from Quilpie Cultural Society promoted arts & cultural opportunities available to community members



Whole of Staff Meeting – EAP group session

GIVING BACK THROUGH OUR STAFF FUNDRAISING INITIATIVE

Council proudly continued our annual Staff Fundraising Initiative in 2024—a tradition that began in 2015 and reflects our shared commitment to giving back to the community. Each year, employees nominate a charity to support, and Council matches the funds raised by staff, dollar for dollar, up to \$10,000.

This year, staff chose to support the Royal Flying Doctor Service (RFDS). At the annual Staff Christmas Party, Council presented the RFDS with a cheque for \$16,247.22, combining staff contributions and Council’s matched funding. This brings our total donations through the initiative to \$228,844.10 since its inception.

The program continues to be a meaningful way for staff to come together in support of causes that matter—strengthening our connection to the community and each other.

Council’s Staff Fundraising Initiative has donated the following totals since 2015:

Angel Flight	\$30,607.07
Burrumbuttock Hay Runners	\$7,647.78
Cancer Council Qld	\$16,648.45
Friends in Isolation	\$40,057.27
Heart Kids	\$16,258.90
Quilpie Hospital Auxiliary	\$33,614.79
RFDS	\$67,859.49
Rio’s Legacy	\$16,150.35
Total	\$228,844.10



INVESTING IN PROFESSIONAL DEVELOPMENT

Council remained committed to supporting the growth and development of our workforce by delivering a range of in-house training opportunities throughout the year. In addition, staff were encouraged to expand their skills and knowledge by attending external meetings, conferences, events, and training programs beyond the Shire.

Opportunities included:

- Microsoft Teams, Outlook and OneNote training
- LGAQ HR/IR Practitioner Masterclass
- Diploma of Procurement
- Code of Conduct and Policies Training
- Safe Snake Handling Course
- Australian Institute of Company Directors
- LGMA Executive Management Programme



Safe Snake Handling Course

CELEBRATING CONNECTION AND TEAM SPIRIT

Throughout the year, Council hosted a variety of staff events aimed at fostering connection, team spirit, and a positive workplace culture. Highlights included a staff social BBQ, a fun-filled Night Golf evening, the annual Christmas Party, and the Quilpie Big Day Out—where all staff spent the day exploring Council facilities, housing, and key infrastructure projects throughout the town.

2024 CHRISTMAS PARTY





Night Golf & Farewell to Acting CEO, Julie Reitano



Big Day Out 2024



Big Day Out 2024 – whole of staff at Baldy Top



Big Day Out 2024 at Quilpie Pool



Big Day Out 2024 Team building activities



Big Day Out 2024 – tour of new townhouse precinct

CELEBRATING STAFF CONTRIBUTIONS

Council remains committed to recognising the dedication and achievements of our employees. In 2024, staff were acknowledged through both the Recognition of Service Policy and the annual Employee Awards program, which celebrate outstanding contributions and long-standing service.

The following employees were recognised at the annual Staff Christmas Party for their valuable contributions throughout the year:



DANIEL LUXFORD

Most Values Player: A person that lives by our values & encourages others to do the same.



BRENDAN HORSTEN & JARROD LANDER

WHS Warrior: A person who fosters & promotes safe work practices to keep everyone safe (Jarrod pictured).



TEGAN MCDONALD

Above & Beyond: A person who goes above & beyond for the benefit of the organisation &/or our community.



THE 'A' TEAM

The 'A' Team: A team who work well together to get the job done efficiently – Road Construction crew (Mark de Batista, Craig Krenske, Gordon Heinemann, Nathan Hodgson, John Thompson and Leonard Williams).



KASEY-LEE DAVIE

Change Champion: A person who always looks for new, different &/or more efficient ways of doing things.



VICKI WEEKS

Outstanding Volunteer Fundraiser:

A person who consistently dedicates a large amount of time & effort to our Staff Fundraising.



GOLDEN GIRLS

Other: 'Golden Girls': Visitor Information Centre Team for outstanding achievement in providing exceptional service, and enriching the experience of visitors to Quilpie Shire (Jessica Tully, Donna Hodgson, Jane Mulligan, Lizette Waldron and Georgia Radnedge).

Council also recognised the following staff for their service at the annual Staff Christmas Party:



NICOLA TULLY

5 Years



MARK WHITEHEAD

5 Years



RICHARD VALLINS

5 Years



CHRISTINE HOUGHTON

10 Years



ALISHA MOODY

15 Years



MAREE RADNEDGE

15 Years



RAYMOND HAUPT

20 Years



LISA HAMLYN

30 Years



JOHN THOMPSON

30 Years

Throughout 2024–25, Council farewelled a number of valued team members, most of whom departed for personal reasons. Among them was our Director Engineering Services, Peter See, who retired after an outstanding career in public service.

In recognition of Peter's significant contributions, Council proudly nominated him for a Public Service Medal (PSM). We were delighted to see his achievements formally acknowledged with the awarding of the PSM—an honour that reflects his dedication, leadership, and lasting impact on our community.



WORKPLACE HEALTH AND SAFETY

Council recognises that it has a legal duty of care under the *Work Health and Safety Act 2011* to provide and maintain a safe and healthy working environment for employees, Councillors, contractors, customers and visitors.

Councils' commitment to Workplace Health and Safety (WHS), the support provided by the Executive Leadership team, supervisors and all employees reflects in our consistently low incident rates and lost time days achieved over many years. This commitment, support and the introduction of additional WHS software places us in a strong position on our journey of continual improvement and going from good to great.

Our WHS Management System and documents are now compliant with the new International WHS Standard ISO 45001 and will improve our audit performance in the future.

SAFETY MANAGEMENT SYSTEM

The new WHS Management System introduced in July 2024 is now fully operational including Management Plans, Policy Statements, Management and Operational Procedures, Integrated Procedures and Systems Manual. The new system has been fully integrated into our online reporting platform Safety Culture allowing users to report from their desktop or mobile devices improving our WHS compliance by capturing WHS information which will in turn improve our WHS Audit outcomes in the future.

Other activities during the year included:

- Completion of the Local Government Workcare Mutual Risk Obligations WHS Review
- Collaboration with human resources to develop and refine a new Training Catalogue for the Learning Management System (LMS)
- Annual inspection and replenishment of workplace and plant First Aid Kits
- Ongoing review of the Drug and Alcohol Policy and Code of Conduct

SAFETY CULTURE PLATFORM

Council uses the SafetyCulture platform to manage organisational safety processes. In the past year, it has been enhanced through our introduction of new modules for Actions, Documents and Lone Worker, Onboarding, Contractor Management, and Investigation which has helped improve our WHS reporting compliance.

SAFETY CULTURE REPORTING

Safety Culture Reporting	2023/24	2024/25
WHS Issues	33	85
Maintenance	4	11
Minor Incident	5	10
Observations	0	5
Hazards	9	10
Property Damage	32	14
Near Hit	3	5
Quality Issue	0	0
WHS Actions	41	45
Personal Injury Incident	29	14
Reportable Incidents	0	0
Online Training Courses completed	512	309
Total Inspections - Scheduled	423	498
Total Inspections - Other	1538	36

Note: The other inspections in 2023/24 totalling 1538 included 1310 workshop inspections. In 2024/25 the workshop stopped using the safety culture platform inspections for their job cards.

TRAINING

Safety training offered to staff resulted in 348 online courses completed including:

- First Aid & CPR
- Working in Proximity to Traffic Parts 1 & 2
- Traffic Management Implementation
- Plant Training Various
- High Risk Work Training including Forklift, Working at Heights and Confined Space
- White Card Construction Induction
- Load and Unload Plant

WORKPLACE HEALTH & SAFETY CONSULTATION GROUP

The WH&S Consultation Group has been established to allow workers to actively participate in WHS matters and act in an advisory capacity to management. The group is established under the WHS Consultation Group Constitution, which specifies the membership being three (3) management reps (including the CEO) and six (6) employee representatives from administration, construction, water and sewerage, concrete & structures, town services and the workshop.

Three meetings are normally scheduled each year however there were none held due to the major flooding event.

INCIDENT AND INJURY REPORTING

A total of thirty-five incidents were recorded two of these incidents resulted in injuries and LGW Workcare claims with a total of six lost time days a reduction of two from four in 2023-2024.

There were no notifiable incidents reported to Workplace Health & Safety QLD in 2024-25.

Our last external audits of OHS processes and practices were undertaken by WHS Queensland auditors in 2022 with one minor Offer for Improvement still outstanding.

Category	Issues 2022/23	Issues 2003/24	Issues 2024/25
WHS Incident	5	10	35
WHS Plant & Equipment Damage	2	7	19
WHS Maintenance Issues	-	4	11
WHS Hazard	2	9	10
WHS Observation	4	-	5
WHS Near Hit/Near Miss	-	3	5
Workplace Inspections	192	180	150

Status	Actions	Status	Issues
To do	4	Open	6
Complete	58	Resolved	79
Can't do	1		

LOST TIME INJURY RATE, WORKER'S COMPENSATION AND REHABILITATION

Key performance indicator	2020/21	2021/22	2022/23	2023/24	2024/25
Number of lost time injuries	3	5	4	4	2
Number of lost time days	27	91	86	116	6
Number of claims	3	5	4	4	2

5

OUR PERFORMANCE



GREAT PLACE TO LIVE

Ensure our communities are places where people feel valued and have access to opportunities to build their own capacity, lead healthy lifestyles and stay connected.

- Well-planned and highly liveable communities
- Spaces to bring people together for recreation, socialisation and enjoyment of the landscapes
- Lifelong learning spaces
- Capacity building for leaders and volunteers
- Supported and engaged youth
- Celebration of the arts, culture, and local and natural history
- Recognition and celebration of Indigenous culture



24 community assistance grants

8 Local Disaster Management Group Meetings



5 Makerspace Creative Workshops

38 School Holiday Activity Sessions



709 estimated residents



1,553 books borrowed

4,549 library visits

45 Wriggle & Rhyme Sessions



465 water connections
384 sewerage connections



6,308 pool entries



2 fireworks displays



6 art gallery exhibitions

33 NDIS program assistance

11 RADF projects

AUSTRALIA DAY AWARD WINNERS

The annual Australia Day Awards celebration recognises the outstanding contributions made by people within our community who work tirelessly to enrich the lives of others. These awards recognise the individuals and organisations that contribute to making Quilpie Shire a great place to live.

Citizen of the Year - Michelle Donohue
Certificate of Appreciation – Robyn Cherry



QUILPIE LIBRARY – FIRST 5 FOREVER PROGRAM

Council partnered with the State Library of Queensland to deliver the First 5 Forever program.

First 5 Forever is a state-wide play-based, early literacy program supporting families to talk, read, sing and play with their children aged 0 - 5. Alongside weekly story time and rhyme time sessions, the library has facilitated First 5 Forever events throughout the year including a Christmas Party, Easter Fun & Egg Hunt, and Under the Sea Day (in partnership with Emmanuel College Outreach Program).

Two First 5 Forever sessions were also held in Adavale. In 2025, the library partnered with Mulga Mates Early Learning Centre to deliver fortnightly First 5 Forever sessions for their kindy class.

QUILPIE LIBRARY – DIGITAL AND YOU PROGRAM

In March 2025, Quilpie Library hosted Regional Digital Development Officers from State Library of Queensland for the pilot of the new Digital and You program.

Digital and You is a project that aims to support the growth of digital capability in regional and remote Queensland.

Initiatives for each region are based on community needs and include free workshops that offer hands-on opportunities to explore new technologies and develop digital skills in friendly, community-based settings.

Workshops held in Quilpie focused on topics such as digital skills for small businesses, creating designs for t-shirts and mousepads using Cricut and sublimation printers, and introduction to AI.

NAIDOC WEEK

Quilpie Shire Council, together with the NAIDOC Committee with the support the National Indigenous Australian's Agency and RESQ was able to deliver an exciting and engaging week of NAIDOC celebrations in Quilpie Shire beginning on Monday 8 July 2024.

This year's NAIDOC Week theme, Keep the Fire Burning! Blak, Loud & Proud celebrated the unyielding spirit of our community and we invited the everyone to participate and stand in solidarity.

The fire represents the enduring strength and vitality of Indigenous cultures, passed down through generations. It is a symbol of connection to the land, to each other, and to the rich tapestry of traditions that defines Aboriginal and Torres Strait Islander peoples.

During this week we honoured this flame, we kindled the sparks of pride and unity and ignited a renewed commitment to acknowledging, preserving and sharing the cultural heritage from many families that enrich the Quilpie community, our State and our Nation.

The Quilpie NAIDOC Week program was jam-packed with traditional activities that embraced and promoted indigenous culture through art, craft, painting, cooking, games, storytelling and language. The official opening of NAIDOC Week was hosted by Quilpie State College. Mayor, Cr Ben Hall officially welcomed everyone and was ably assisted by community Elders and students cutting the NAIDOC cake.

Quilpie State College provided an amazing rotation of traditional group activities and johnnycakes, kangaroo, emu and crocodile were stars of the lunch menu!

Mulga Mates Childcare Centre celebrated NAIDOC Week with a special guest - Mardigan man, Wayne Martin. Wayne provided an inclusive welcome to country and smoking ceremony, engaging the children in interactive education, showcasing various aboriginal tools and instruments. This was followed by a delicious Naidoc Week Elders Lunch held at the Imperial Hotel to celebrate, which was well attended.

Eromanga State School celebrated NAIDOC Week with Boonthamurra man, Mark Wallace, providing traditional smoking ceremony on country followed by a rotation of traditional games and body painting, arts and crafts.

Under 8's Day was held at the hall with the theme "Connecting to Culture" where the air stewards and pilots (aka teachers and staff) took the costumed children on an exciting journey through different countries and culture.

St Finbarr's School hosted the closing ceremony on Friday 12 July. Welcome to Country was performed by Wayne Martin and Douglas Collins and a moving Mindful Reflection and Acknowledgement, focusing on connection to country and each other was led by Principal, Kara Marsh.

During the day, ochre painting and grinding stones (assisted by Aunty Ruby), building gunyahs and traditional games were part of the days program of activities. Mayor Ben Hall officially closed the NAIDOC Week celebrations.

These NAIDOC Week celebrations were a great success thanks to strong support of the Quilpie Shire Council, Quilpie NAIDOC Committee, NIAA, CWAATSICH, Deadly Choices, Cunnamulla Primary Health Care Centre, RESQ, Quilpie State College, Eromanga State School, St Finbarr's School and the community.



Naidoc Week 2024

DISASTER MANAGEMENT

The *Disaster Management Act 2003* details a range of functions and responsibilities for local government to ensure that it meets its statutory obligations. Section 29 of the Act specifies that local government must establish a Local Disaster Management Group (LDMG) for the local government's area.

The Quilpie LDMG has a broad representation with local community service providers, emergency services, electricity, telecommunications, health and industry represented as Core, Support or Advisory members who have input and involvement in the ongoing development review of the local Disaster Management arrangements.

The Local Disaster Management Group (LDMG) met in November 2024 and held eight meetings throughout March and April 2025 in response to the significant flood event that impacted Quilpie Shire. These meetings facilitated coordinated emergency planning, response efforts, and recovery operations across affected communities, ensuring timely support and resource deployment.

Key activities undertaken by the Quilpie LDMG during the past year to support disaster response and arrangements included:

- Coordination of emergency evacuations, including the helicopter relocation of 27 Adavale residents to Quilpie.
- Oversight of aerial resupply and fodder drops, managed from Quilpie Airport in partnership with Channel Country Helicopters.
- Activation of local disaster dashboards to provide real-time updates on road closures, weather conditions, and community alerts.
- Support for isolated rural properties, including logistics for emergency assistance and welfare checks.
- Collaboration with state and federal agencies to facilitate access to disaster response and recovery grants, concessional loans, and fencing restitution programs.
- Dissemination of public information and warnings, including alerts for townships within the Quilpie Shire and surrounding areas.

These coordinated efforts were critical in mitigating the impact of the flood event and supporting community resilience across Quilpie Shire.

NDIS, HEALTH PROMOTION & HEALTH SERVICES

Council considers health services as a vital function in our community and continues to grow strong working relationships with stakeholders in the industry including Quilpie MPHS and South West Hospital and Health Services. Council provides the following representation and services:

MEDICAL SERVICES ACTION PLAN

As part of Council's 2022-2027 Corporate Plan, an identified objective is to support the growth of the community back to a population of 1,000 residents. This objective will be achieved by continuing to develop partnerships with service delivery agencies, with medical services being crucial to supporting the developing youth to our ageing senior population who require more acute care to remain in their community.

QUILPIE COMMUNITY ADVISORY NETWORK

The Quilpie Community Advisory Network is a group of community members passionate about supporting their local health service who meet quarterly. Their role as the peak community and consumer advisory committee to the South West Hospital and Health Board includes undertaking important discussions with their networks, local communities and Quilpie Multi-purpose Health Services about various issues concerning health services in our community and region.

HEALTH PROMOTIONS PROGRAM

The Health Promotions program is funded by the Western Queensland Primary Health Network and is delivered in our community to Seniors, Youth and the wider community by an experienced Health Promotions Officer. The program is focused on improved awareness of physical health, mental health, healthy ageing and social wellbeing.

SENIORS PROGRAM

Approximately 250 activity sessions were delivered through the WQPHN Early Intervention Aged Care Program, supporting the health and wellbeing of older residents across Quilpie Shire. Activities included:

- Water aerobics
- Gym and fitness sessions
- Craft workshops
- Healthy Minds mental wellbeing sessions
- Men's group gatherings
- Pampering and foot care
- Digital technology support
- Community event assistance
- Regular morning teas and lunches

These sessions fostered social connection, physical activity, and mental wellness, contributing to improved quality of life for aged care participants.

YOUTH PROGRAM

The Quilpie Youth Centre operates each Wednesday afternoon following school, with an average attendance of ten youth aged 10–16 years. A variety of indoor and outdoor activities are offered - including sports, games, and creative sessions. Attendees also have the option to enjoy quiet time and afternoon tea in a safe and welcoming environment. The program continues to provide valuable social engagement and recreational opportunities for local youth.

AFTER SCHOOL CRAFT

After school craft sessions are held each Monday afternoon for children aged 5–9 years with an average attendance of 8 to each session. These sessions provide a fun and creative environment where participants are able to explore a variety of arts and crafts activities. The program encourages imagination, fine motor skill development, and social interaction in a relaxed and supportive setting.

NDIS COORDINATOR

Council recognises the NDIS Coordinator role as a vital resource in our shire, assisting eligible individuals and families to access the services and supports they require to lead an independent and rewarding life. The NDIS Coordinator has assisted 33 NDIS participants in our community during the year with a further 4 applications in progress. The coordinator role is fully funded by Council.

COMMUNITY SERVICES COORDINATOR

Council agreed to auspice a Community Services Coordinator as part of the Care Collective - South West Primary Care Pilot Program, funded by the Commonwealth Department of Health and Aged Care. This Program aims to improve how Queenslanders in the South West Region access care by building on the strengths and fixing health service gaps in the communities.

QUILPIE CEMETERY PLANNING

Community engagement was undertaken to inform future planning for the Quilpie Cemetery. Residents contributed feedback on proposed upgrades and improvements. Key themes included the preservation of historical features and enhancements to accessibility and visual appeal. This feedback will guide the development of a Cemetery Masterplan that reflects community values and ensures the site remains a respectful and welcoming space.

EMMANUEL COLLEGE ANNUAL VISIT

Emmanuel College conducted their annual visit to Quilpie from 20 to 26 June 2025. As in previous years, the visiting group (22 students and 5 adults) remained actively engaged throughout their stay and made a valuable contribution to the local community.

During the week, the group participated in a range of activities and community support initiatives, including:

- Kids activities at Quilpie Polocrosse Carnival
- Busking in Brolga Street
- Assisting at Quilpie Re-Store
- Church gathering with community members
- Puppet Show at the Quilpie Library – theme “Under the Sea”
- Outdoor games / activities at John Waugh Park (children aged 5-16 years)
- Mulga Mates – Puppet Show – theme “Under the Sea”
- Reminiscing afternoon with Seniors at the Multi-purpose Centre, Gyrica Gardens
- Visit to Eromanga

Their ongoing commitment to community engagement and support has been consistently well received and continues to strengthen the relationship between Emmanuel College and the Quilpie Shire community.

BOB YOUNG MEMORIAL PARK UPGRADE

The upgrade of Bob Young Memorial (Anzac) Park is a key deliverable from Stage 1 of the Brolga Street Masterplan and is funded through the Works for Queensland (W4Q) program. In alignment with the concept design and elements outlined in the Masterplan, a project brief was prepared and issued to two design consultants for quotation.

The appointed consultant commenced the design process in February 2025, drawing on best-practice examples from remembrance and memorial parks across Australia to ensure the project reflects both respect and contemporary design principles. Recognising the sensitivity and cultural significance of this Memorial, the design focused on preserving its cherished features while creating a modern, reflective public space.

The concept underwent a series of internal workshops and refinements, culminating in a draft design in June 2025. Draft 3D renders were subsequently produced to support community consultation in July 2025, providing residents and stakeholders with a clear visual representation of the proposed improvements.

CASE STUDY

COMMUNITY IMPACT AND RECOVERY FROM THE MARCH 2025 FLOODING EVENT

In March 2025, Quilpie Shire experienced one of the most severe flood events in its recorded history, triggered by intense rainfall across the region. The flooding impacted all townships and rural properties to varying degrees, causing widespread damage to infrastructure and significant losses in livestock.

Eromanga was the first township to be inundated by floodwaters. Despite the flood waters inundating the town, no evacuations were required.

Adavale was heavily affected, with fast rising floodwaters isolating the town and prompting the evacuation of 27 residents by helicopter to Quilpie and housed in accommodation until they were able to return to Adavale and commence clean up operations and recovery efforts.

Although fewer rural homesteads were inundated, numerous rural properties across the Shire were isolated by floodwaters, sustaining extensive damage and losses.

According to the Queensland Department of Primary Industries (DPI) regional data, the flood event resulted in:

- 144,000 livestock reported dead or missing, including approximately 69,000 cattle, 69,000 sheep, and 7,800 goats and other animals.
- An estimated 3,500 kilometres of fencing were damaged or destroyed.

These figures are expected to rise as further assessments are completed by rural landholders.

Evacuations, resupply missions, and emergency fodder drops were coordinated from Quilpie Airport, supported by Channel Country Helicopters and other aerial services.

Over 20 helicopters were deployed from various locations to assist with livestock rescue, evacuations and fodder delivery.

The Exclusion Fence Restitution Program (EFRP), jointly funded by the Australian and Queensland Governments was activated to provide grants of up to \$500,000 to eligible primary producers for fencing repairs and livestock containment.

Additional support available to impacted resident and businesses includes concessional loans, freight subsidies, and disaster recovery grants.

The March 2025 flood event has had a profound impact on Quilpie Shire, particularly the agricultural sector and Adavale community. The resilience of the community and coordinated emergency response efforts have been commendable. Long term support and recovery funding will be essential to rebuild infrastructure and restore lives and livelihoods.





Photos: Flooding across Adavale

QUILPIE POOL FILTRATION SYSTEM CHANGEOVER

The Quilpie Swimming Pool complex, located on Brolga Street, has been a well-loved community hub since its construction in 1967. Each of the pools has operated with individual chlorine gas dosing and maintenance systems housed in a dedicated chemical storage room fitted with gas detection and alarm systems. While chlorine gas has traditionally been effective for water treatment, it also presents significant safety risks due to its highly toxic and reactive nature, with any major leak requiring immediate evacuation of the surrounding area.

To address these risks, Council resolved at its 30 January 2025 meeting to initiate an Expression of Interest (EOI) process for the Chlorination System Upgrade. The EOI aimed to identify suitably qualified contractors and explore innovative, safer alternatives compatible with the existing plant room layout. Following evaluation and endorsement at the 20 March 2025 Council meeting, four shortlisted contractors were invited to submit detailed quotations through a Request for Quote (RFQ) process. At the 29 April 2025 meeting, Council endorsed the adoption of a salt-based electro-chlorination system, offering a safer, more sustainable solution that will improve both operational safety and water quality. This project is primarily funded through the Works for Queensland (W4Q) program, with additional contributions from Council.

The upgrade works are scheduled to occur during the pool's seasonal closure period (25 April – 31 August 2025) to minimise disruption to the public. The successful contractor commenced procurement of key components in May 2025, with delivery scheduled for June and July, ensuring installation and commissioning are completed ahead of the next swimming season. Once operational, the upgraded system will deliver long-term safety, efficiency, and environmental benefits for the Quilpie community.

EROMANGA OPALOPOLIS PARK UPGRADE

The Eromanga Opalopolis Park has seen significant improvements this financial year, enhancing its appeal as a key recreational space for the local community and visitors alike. A major milestone was the installation of a new permanent shade structure over the recently installed playground equipment. This addition not only provides essential sun protection for users but also helps preserve the longevity of the equipment, ensuring it remains a safe and enjoyable space for children and families for years to come.

Further enhancements are planned for the 2025/26 financial year, with upgrades to the fencing along the side and rear boundaries of the park. These improvements will enhance safety, define the park's perimeter more clearly, and contribute to the overall aesthetics of the space. The ongoing investment in Opalopolis Park reflects Council's commitment to supporting vibrant, inclusive, and well-maintained public spaces in our remote communities.



WELCOME TO QUILPIE SHIRE BOOKLET

Council developed a Welcome to Quilpie Shire booklet for new residents to help them settle into living in our shire. This guide has been thoughtfully compiled to provide them with a quick and easy reference to the many services and facilities available in our community. From schools and healthcare facilities—including our local doctor and hospital—to our bustling business centre, sporting and recreation facilities, and accommodation options, this booklet aims to meet all their needs with the warmth and care that define our Shire.

TOWN SERVICES

Council's Town Services team has been actively enhancing key public spaces across the region. Recent efforts include:

- Facility Improvements at major venues such as Bulloo Park and John Waugh Park, ensuring they're well-prepared for community use and upcoming events.
- Ongoing Maintenance of town median strips and parks in Quilpie and Eromanga, keeping public green spaces vibrant and welcoming.
- Careful upkeep of Gyrica Gardens and Pensioner Units, supporting quality living environments for residents.
- Event Preparation at community hubs:
 - Bulloo Park for horse racing and the Quilpie Show
 - John Waugh Park for cricket, football, and little athletics
 - Community Halls in Quilpie, Eromanga, Toompine, and Adavale for meetings and local events

These efforts reflect Council's commitment to maintaining high-quality public spaces and supporting community activities throughout the region.

WATER SERVICES

Council's Plumbing crew have been hard at work undertaking repairs and delivering vital water infrastructure improvements across our shire. Other works included:

- Toompine Water Bore Completed
The new bore at Toompine is now operational, providing a secure water supply for local property owners, livestock, and the Toompine Hotel and hall precinct. This project strengthens long-term water resilience for the community.
- Flood Recovery Works in Eromanga and Adavale
Following the devastating March 2025 floods, crews have been repairing critical infrastructure to restore safe and reliable water supplies in Eromanga and Adavale.
- Watermain Repairs Across the Shire
Throughout the year, crews have responded to and repaired watermain breaks in Adavale, Eromanga, and Quilpie, ensuring minimal disruption to residents and businesses.
- Rolling Watermain Replacement Program
Crews are constantly managing aging water infrastructure and have implemented a rolling program of watermain replacements in Adavale, Eromanga, and Quilpie to improve reliability and reduce future disruptions.
- Water Quality Improvements
Council is investing in improved water testing and monitoring systems across the shire, aligning with best practice industry standards to deliver high-quality water services for our ratepayer.



COMMUNITY ENGAGEMENT

The mayor and councillors are elected by the community for the community, i.e. to represent the current and future interests of its residents. Collectively, the elected members:

- Determine the priorities for Council;
- Make decisions through formal Council meetings for the benefit of the whole Quilpie Shire;
- Develop and adopt policies to help ensure consistency of decision making for the same type of issue and provide officers with an approved method of dealing with those issues in the future.

Council recognises that decision-making is enhanced through interaction and communication with the community that elected members represent.

Council held community budget meetings in four localities – Adavale, Eromanga, Quilpie and Toompine. These budget meetings were to share information on the draft budget for 2025/26. Feedback and suggestions raised at these meetings informed the development of the 2025/26 budget which was subsequently adopted at a special budget meeting on 15 July 2025.

INFORMING OUR COMMUNITY

Council keeps our community up to date through a number of forums including media releases, social media (Quilpie Facebook page), community newsletters, brochures and the following websites:

- www.quilpie.qld.gov.au ; and
- www.visitquilpieshire.com

Members of the community are also welcome to attend Council meetings.

WEBSITE STATISTICS:

www.quilpie.qld.gov.au

Website users – approximately 17,000

The top five searches were:

1. Selling dogs in Queensland
2. Mayor Ben Hall
3. Quilpie Shire Job Vacancies
4. Schedule 6 – Local Heritage Register
5. Working for Council

www.visitquilpieshire.com

Website users – 26,146

Visit Quilpie Shire transitioned to a new website this year and in doing so also changed hosts so some information is unavailable.

FACEBOOK

Council's Facebook page had 61k followers, with an increase of 876 followers in the year. There were 73k visits and Council issued **1081 posts**.

The top 5 searches were:

1. Urgent Public Notice – Adavale Evacuation
2. Road Closed – (Quilpie – Windorah)
3. Public Notice – Refuge Centre Adavale
4. Road closed – (Diamantina Developmental at Bulloo River)
5. Public Notice – REX Flight Disruptions

During the March 2025 Flood event there was **over 1.2M page views**.

Visit Quilpie Shire Facebook page had 9,766 visits, an increase of 428 followers and 474 link clicks.

PROGRESS UPDATE – GREAT PLACE TO LIVE

GOAL		CURRENT STATUS
1	Great Place to Live	
1.1	1.1 Well-planned and highly liveable communities	
1.1.O1	Deliver the Employee Wellbeing Programme (including EAP services)	Completed
1.1.O2	Assist and promote access to the National Disability Insurance Scheme (NDIS) through facilitation and coordination of information and services to eligible community members and organisations.	Completed
1.1.O3	Implement, maintain and promote access to programs and activities that increase physical activity and healthy living for all community members.	Completed
1.1.P01	Finalise installation of NBN project to Quilpie	Completed
1.1.P02	Finalise & implement airport hangar Masterplan and establish leases at Quilpie Aerodrome	Behind
1.1.P03	Consult with the community about a project for Quilpie Cemetery Beautification Works	Completed
1.1.P04	Progress the Quilpie Masterplan: Develop a John Waugh Park Sub-plan	Overdue
1.1.P05	Progress the Quilpie Masterplan: Undertake a Quilpie Main Street Disability Access audit	Overdue
1.1.P06	Finalise the Accommodation Strategy: Finalise - the New Housing Projects in Quilpie and Eromanga	Overdue
1.1.P07	Finalise the Accommodation Strategy: Deliver - Quilpie Town House Estate construction	Completed
1.1.P08	Seek funding for the Quilpie Public Wi-Fi / CCTV Project	Overdue
1.1.P09	Carryout Extension to Quilpie SES Shed	Completed
1.1.P10	Deliver Quilpie Pool Filtration System Changeover	Overdue
1.1.P11	Delivery renovations to the Eromanga Pool	Overdue
1.1.P12	Removal of the Slide at the Quilpie Pool	Completed
1.2	Spaces to bring people together for recreation, socialisation and enjoyment of the landscapes	
1.2.O1	Continue to build relationships with the Queensland Government on developing a Hell Hole Gorge Walking Trail	Overdue
1.2.O2	Perform a number of fireworks displays throughout the year	Completed
1.2.O4	Run a minimum 2 x Bulloo Park Users Group Meetings per annum	Overdue
1.2.O5	Develop an event plan to host a Major Event and other events at Baldy Top	Completed
1.2.O6	Finalise the small business innovation project Round 3	Overdue
1.2.O7	Deliver the small business innovation project Round 4	Overdue
1.2.P1	Deliver Bob Young Memorial Park Upgrade (Stage 1 of the Brolga Street Masterplan)	On Track
1.2.P2	Undertake community engagement on the Quilpie Town Hall – future use and upgrades	Overdue
1.2.P3	Undertake Quilpie Hall Shower Block Upgrade	Completed
1.2.P4	Finalise the Quilpie Master Plan: Bulloo River - Quilpie Foreshore Sub-plan	Overdue
1.2.P5	Removal of the slide from splash pool and repair/resurface	Completed
1.2.P6	Develop an Adavale Hall Master Plan	Overdue
1.2.P7	Undertake upgrade to the Adavale Town Hall grounds identified in the Masterplan, once developed	Behind
1.2.P8	Upgrade Entrance of Bulloo Park	Behind
1.2.P9	Develop the Eromanga Rodeo Grounds Masterplan	Overdue
1.2.P10	Undertake repairs at the Adavale Museum	Behind
1.2.P11	Develop a Walking Track from Brolga Street to Baldy Top	Behind

PROGRESS UPDATE – GREAT PLACE TO LIVE

	GOAL	CURRENT STATUS
1.2.P12	Complete Bicentennial Park Electrical	Completed
1.2.P13	Deliver Visitor Information Fencing Upgrade	Completed
1.2.P14	Complete Opalopolis Park Upgrade	Overdue
1.3	Lifelong learning spaces	
1.3.O1	Engage with Queensland State Library and Community - Library services/programmes (survey and user group meetings)	Completed
1.3.P1	Undertake community engagement and future needs analysis for a new childcare centre	Completed
1.3.P2	Upgrade the Library including reception, furniture, and shelving	Completed
1.4	Spaces to bring people together for recreation, socialisation and enjoyment of the landscapes	
1.4.P1	Facilitate volunteer training and succession planning workshops (including grants)	Overdue
1.5	Supported and engaged youth	
1.5.O1	Council to engage with school leadership team once per year	Completed
1.6	Celebration of the arts, culture and local and natural history	
1.6.O1	Collaborate to run 5 x art exhibitions per annum	Completed
1.7	Recognition and celebration of indigenous culture	
1.7.O1	Partner with the community to deliver NAIDOC Week celebrations	Completed
1.7.O2	Meet with Traditional Owner Groups once per year	Overdue



PREVIEW OF THE YEAR AHEAD

Well-planned and highly liveable communities

Review and update the Eromanga Town Masterplan

Develop Toompine Town Masterplan

Develop John Waugh Park Sub-Plan

Develop a Masterplan for the Eromanga Rodeo Grounds - \$10,000

Quilpie Cemetery Plaque Project (unmarked graves) - \$5,000

Health promotion program - \$150,000

Systematic animal inspection program - \$15,000

Care Collective South-West Primary Care Pilot Program

National Disability Insurance Scheme (NDIS) – coordinate information and services to eligible community members and organisations

Event management - develop plans and deliver within annual budgets (including a major annual event at Baldy Top, NAIDOC week)

Local Disaster Management

Housing construction and refurbishment - complete the 2024/25 housing capital works program and the 2025/26 housing capital works program

Water capital projects – deliver the 2025/26 program

Rural residential estate – undertake development - \$4.3M

Spaces to bring people together for recreation, socialisation and enjoyment of the landscapes

Quilpie Pool Filtration System Changeover - \$325,476 - this project is to change the Quilpie Pool from a gas chlorination system to liquid chlorine (or other viable option)

Bob Young Memorial Park Upgrade – \$450,000

Walking Path to Baldy Top - \$300,000

Install playground at Adavale - \$30,000 – install old Mulga Mates playground at Adavale Sport and Recreation Grounds including softfall

Purchase fireworks for community events - \$15,000 (A member of the council team is a Pyrotechnician.)

Develop a masterplan for the Quilpie Hall - \$20,000

Complete the Eromanga pool refurbishment and ancillary works - \$600,000

Lifelong learning spaces

First 5 Forever Program

Library Services

Services Australia – Self Help Centrelink Kiosk

Childcare centre – design and construct subject to external funding

Celebration of the arts, culture, and local and natural history

Regional arts development funds (RADF) – partner with the Queensland Government (through Arts Queensland) to support local arts and culture

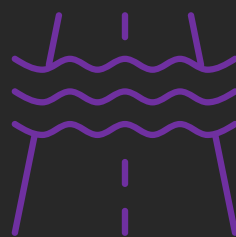
Western Queensland touring circuit - Collaborate with other councils in the Western Touring Circuit (WTC) on performing arts work and engagement activities.

Deliver 5 art exhibitions at the Quilpie Art Gallery

FLOURISHING ECONOMY

Grow and diversify business, industry, and the visitor economy with a focus on fostering new ideas, innovation and building entrepreneurship.

- Reach the Q1000 population target
- Build digital capacity for townships and end-users
- Maintain safe and efficient transport networks
- Enhance and support our agricultural industry, resource sector and all businesses
- Facilitate and support innovation, ideas-building and new industry
- Capture opportunities around the 2032 Olympics
- Provide a sought-after visitor experience and build experiential tourism
- Build partnerships and grow opportunity with traditional owners



\$8.517M

restoration works

2,028KM rural roads
33KM urban roads



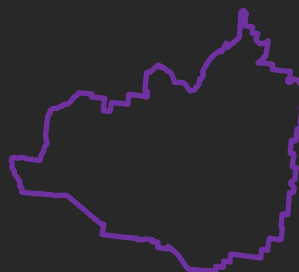
4 floodways (new)

16 floodway upgrades



7 development applications

46 building applications



8,954

Visitor Information Centre visitations

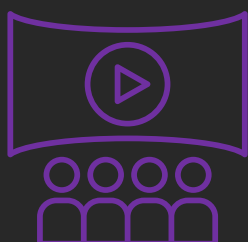
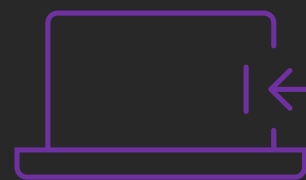
1 new food licence

21 food licence renewals



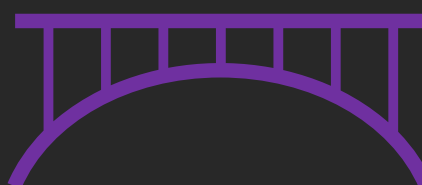
26,146

visitquilpie website visits



599

Quilpeta Night Show guests



3

bridges



Sealed final 6.8 km of the QUILPIE-ADAVALE (RED) ROAD

\$5.99M on 6 townhouses completed

9 houses under construction

TOURISM AND INFORMATION CENTRE

While it was another busy and successful year for the Visitor Information Centre team, the March 2025 flood event did impact visitor numbers to our shire from March to the end of the financial year.

The team set their sights on winning tourism awards which resulted in the following achievements:

- **Gold** – Queensland Tourism Awards – Information Services Category
- **Silver** – Australian Tourism Awards – Information Services Category
- **'VIC of the Year'** at the annual QICA (Queensland Information Centre Association) Conference.



PROMOTING OUR LOCAL TOURISM

Our Senior Tourism Officer worked with service providers to create a famil package with Tourism & Events Qld (TEQ), which offered agents who either work in the group travel market or already have product contracted for FIT travel in Outback Queensland and whom were attending the ATEC (Australian Tourism Export Council) Marketplace event last October. This is the first time that South West Outback has been included as a famil destination for an ATEC event and we were excited to welcome 6 agents. This famil also visited our neighbouring south west Shires of Quilpie, Paroo and Murweh.

MORETON BAY EXPO

Quilpie Visitor Information Team headed to the Moreton Bay Expo where they shared information on our amazing destinations and how wonderful South-West Queensland is.

BACK OPEN FOR TOURISM WELCOME BACK!

After the flooding event in March, we launched an advertising campaign to welcome everyone back to the Quilpie Shire!

We released a catchy advertising campaign to say we were open for visitors after a rough few weeks with the recent floods.

This highly successful promotional campaign was developed by Council.

Views online: 254,835

Shares: 326

Reactions: 2,055

Comments: 145

ENHANCING THE VISITOR EXPERIENCE

Last year the Visitor Information Centre secured funding from two grant programs for various projects to enhance visitor experiences. We completed the following projects this year:

Accessible Tourism Elevate Fund (\$69,500)

- New Visit Quilpie Shire Tourism website
- Access ramp for Rail Museum
- New accessible water cooler at Visitor Centre
- New indoor lighting through Visitor Centre

Building Bush Tourism Fund (\$56,109)

- Ramp for Military History Museum (building postponed to November 2025 due to flood in March)

A further element of the funding is for an undercover shed structure for Night Show however this part of the building project has been postponed to November 2025 due to flood in March 2025.

QUILPIE ART GALLERY

The Gallery hosted six exhibitions during the year, all promoting local products, skills and talent:

- 'Indigenous Art' Exhibition – to coincide with and celebrate NAIDOC Week. July
- 'Combined Schools' Exhibition – featuring work and art from the talented students at Quilpie State College, St. Finbarr's School, Mulga Mates, Eromanga State School and Distance Education. October
- 'Christmas in the Gallery' Exhibition – our annual market style exhibition featuring many handmade projects with our popular and favourite Santa letter writing station. November
- 'Timeless Threads' Exhibition – showcasing decades of fashion from evening gowns to wedding dresses, purses to christening gowns and so much more. April
- 'Images of the Outback' Exhibition – a collection of images from three (3) talented photographers. May
- 'Red Dirt Dreaming' Exhibition – featuring works from First Nations artists. The opening featured a bush tucker style morning tea beautifully crafted by Nulfawokka Gallery, Bollon. June

Table: Visitors Statistics

	2020/21	2021/22	2022/23	2023/24	2024/25
# Visitor Information Centre visitations	13,655	11,488	11,198	10,974	8,954
# Quilpeta Night Show guests (Opened May 2023)	-	-	420	820	599
# visitquilpie website visits	22,797	22,349	20,699	16,931	26,146

PLANNING, BUILDING & FOOD LICENSING

The 2024-25 financial year saw a healthy increase in development in Quilpie Shire. Council received 7 planning and 46 building applications, with a total value of \$1.4M.

Challenges throughout the year have been development and building non-compliance and un-lawful land-use and structures. Council aims to raise awareness of development compliance through customer support initiatives such as information sheets and community education sessions with Council's contracted Town Planner and Building Certifier.

A notable initiative Council implemented during the 2024-25 year was the Shipping Container Program, in which Council waived the application fee and provided footing plans to residents with existing and new shipping containers on their properties.

There were 16 food business license renewals and 1 new application during the year. The annual food inspections took place in May 2025, which was undertaken by Council's contracted Environmental Health Officer.

Council aims to continue assisting residents with their submission of development applications and food safety advice through contracted consultants as well as keeping the community informed about their regulatory requirements.

ROADS AND DRAINAGE HIGHLIGHTS

- Manage \$251.8 m of road and drainage infrastructure
- Worked with other tiers of government to secure funding for local roads
- Advocacy for key priorities:
 - Improve Flood Immunity - For the Quilpie-Thargomindah Road and South Comongin Crossing
 - Resilient Inland Freight Network (Western Inland Network)

Capital works program delivery - \$3.455 million

Key Financial Data – Road Infrastructure
\$1.7 million invested in floodways (new and renewals)
\$1.097 million on road construction (new and sealing)
\$384,435 reseal program
\$8.517 million on flood damaged road restoration works
\$1.15 million on roads, drainage and town street maintenance

INVESTMENT IN FLOODWAYS

When travelling from the east, the Quilpie Shire is the start of the channel country and with that comes challenges associated with rain events impacting crossings and accessibility across the shire.

Council invested \$1.7 million in the construction or renewal of 20 floodways across the shire. They were completed on time and the benefits to the community were:

- Improved year-round access for our rural residents, emergency services, and livestock transport operators by reducing road closures and recovery time, particularly during and after rain events that currently make crossings impassable.
- Enhanced road safety, with engineered structures replacing damaged or low-level crossings susceptible to washouts during flood events.
- Increased infrastructure resilience and durability, reducing the frequency and cost of emergency repairs and maintenance.
- Support for local economic activity by maintaining connectivity for agricultural operations and regional transport.

Floodway locations included:

- Adavale Airport Road Floodway Chainage 0.820 – 0.980
- Seco Crossing Chainage 0.502 – 0.572
- Tobermory Road Chainage 9.30
- Tobermory Road Chainage 6.019
- Tobermory Road Chainage 11.41
- Tobermory Road Chainage 15.32 – 15.36
- Tobermory Road Chainage 25.69
- Tobermory Road Chainage 54.435 - 54.447
- Tobermory Road Chainage 54.530
- Kiandra Road Chainage 1.420
- Adavale Black Road Chainage 18.895 – 18.935
- Beltram Park Road Chainage 30.450 – 30.510
- Ray Road Chainage 41.900 – 41.960
- Ray Road Chainage 42.020 – 42.100

- Onion Creek Road Chainage 6.865
- Coonaberry Creek Road Floodway Chainages 24.100 – 24.180, 33.050 – 33.110, 34.590 – 34.645, 34.860 – 35.150, 35.530 – 35.610, 35.610 – 35.670, and 36.310 – 36.390
- Humeburn Road Chainage 5.899
- Humeburn Road Chainage 17.805

FLOOD DAMAGED ROAD RESTORATION WORKS

Council was working on flood restoration works for multiple flood events during the year. The value of flood restoration works completed was \$8.517 million.

The expenditure and status of each event at 30 June was:

- FD Sept 2022 Restoration Works - \$2,291,390 - Event completed
- FD 2023 Restoration Works - \$2,707,446 - Ongoing
- FD 2024 Restoration Works - \$1,481,855 - Ongoing
- FD November 2024 Emergent Works - \$200,501 - Ongoing
- FD March 2025 Emergent Works - \$1,254,606 - Ongoing
- FD March 2025 Restoration Works - \$581,389 - Ongoing

Restoration costs and project management is funded by the Australian Government through the Queensland Government and the Queensland Reconstruction Authority.

ROAD CONSTRUCTION PROJECTS DELIVERED

- Adavale Black Road Sealing Chainage 2.600 – 7.400 - \$398,181
- Adavale Waste Facility Road – Construct and seal - \$242,139
- Eromanga Dump Road – Construct and seal - \$293,475
- Toompine Bore Road – Construct and seal - \$163,618

NEW FOOTPATHS

Quilpie footpaths completed:

- The missing link in Jabiru Street was completed together with some rectification works on another part of the footpath on that street. The cost of these works was \$169,021.
- The footpath on in front of Council's Administration Centre on Brolga Street was replaced at a cost of \$76,676.

MARCH 2025 FLOOD EVENT IMPACT ON ROAD INFRASTRUCTURE

Quilpie Shire was impacted by the Western Queensland Surface Trough and Associated Rainfall and Flooding event - 21 March - 19 May 2025.

The event was the largest flooding event to impact our local government area on record.

Council's Road Infrastructure was the asset class with the most damage and was widespread throughout the shire. While the damage is still being assessed, it is estimated that the restoration works will be over \$85 million.

Under the Australian Government's Disaster Recovery Funding Arrangements (DRFA) which are administered by the State Government (Queensland Reconstruction Authority 'QRA'), Council will have to have these restoration works completed within two years. This will be the biggest restoration program Council will undertake to date.

From the date of the flood event to 30 June 2025, Council undertook \$1.2 million in emergency restoration works and commenced assessing the damage to submit submissions to QRA for restoration works.

RECONSTRUCTION OF THE QUILPIE AIRPORT MAIN RUNWAY

The rehabilitation of Quilpie Airport's main runway progressed through a structured four-phase design process under an Early Contractor Involvement (ECI) arrangement. Following initial assessments which identified significant structural deficiencies in the existing pavement, the design team undertook a desktop review of previous studies, developed concept options, and completed additional geotechnical investigations in March 2025 to validate design assumptions.

The detailed (80%) draft design incorporated pavement reconstruction for the runway and apron, assessment of taxiway suitability, and compliance with CASA MOS139 standards. Local Town Common materials were tested to ensure suitability for reuse, supporting cost-effective and sustainable construction instead of using quarry materials from hundreds of kilometres away.

The design development was informed by collaborative workshops with Council officers, independent technical verification, and a Safety in Design review. The project's next stage involves finalising the 100% design and issuing construction-ready documentation in the new financial year FY2025/26. Once completed, the design will provide a durable and compliant airfield pavement structure to meet current and future aviation demands, ensuring continued safe operations for Regular Public Transport (RPT), medical, and general aviation services in Quilpie.

AIRPORT HANGAR MASTERPLAN AND ESTABLISH LEASES AT QUILPIE AERODROME

The existing hangar facilities at the Quilpie Aerodrome are currently limited, and Council has received increasing enquiries from the community regarding opportunities for additional hangar space. In response, Council officers commenced preliminary planning and feasibility work to explore options for expanding aviation facilities.

This included the preparation of a site masterplan and survey to define potential hangar lot configurations and obtaining legal advice on appropriate lease structures. To ensure alignment with legislative requirements and industry best practice, Council also reviewed the experiences of other council-operated airports across Queensland, gaining valuable insights into effective lease terms, rental models, and allocation processes.

By June 2025, Council had finalised the development of a draft lease framework, and a planning consultant was engaged in April 2025 to provide guidance on facilitating hangar development through streamlined planning approvals. The consultant also advised on the potential creation of a dedicated Airport Precinct within the Planning Scheme to simplify future approvals and enhance development certainty.

Next year, Council will progress several key actions, including formalising hangar lease lots, preparing standard hangar design plans, securing the necessary planning permits, and seeking a Preliminary Approval with a Variation Scheme to rezone the aerodrome land from Rural to Township. This forward-thinking initiative will establish a tailored planning framework for the aerodrome, reducing regulatory complexity, encouraging private investment, and supporting a safe, efficient, and economically vibrant local aviation sector.



Baldy Top

CASE STUDY



Celebrating the completion of the Adavale (Red) Road Sealing, Corona Creek Lookout

ADAVALE RED ROAD – COST-EFFECTIVE ROAD CONSTRUCTION

HISTORICAL CONTEXT

Established in the 1880s, Adavale town once served as the administrative centre of the former Adavale Shire Council and thrived as a vibrant regional hub. However, shifts in transportation routes and administrative changes led to a gradual decline in its prominence. Today, the Adavale Police Hut Museum on Creek Street offers visitors a fascinating glimpse into the town's rich history and pioneering heritage.

According to the 2021 census, Adavale is now home to 72 residents. The town also features two accommodation options for visitors: the Adavale Hotel and the Adavale Veterans Retreat, providing a warm welcome to those exploring this historic outback community.

PROJECT BACKGROUND

For decades, Adavale residents have faced significant challenges accessing essential services in Quilpie, the Shire's administrative centre. The 100-kilometre journey included 80 kilometres of unsealed road on the Adavale Red Road, which became impassable during wet weather, isolating the community and hindering access to schools, healthcare, groceries, and banking services. While the Royal Flying Doctor Service (RFDS) provides emergency medical support via Adavale's unsealed airstrip, the lack of a reliable road connection remained a critical issue.

Recognising the importance of this infrastructure, Quilpie Shire Council has been working for over 20 years to seal the Adavale Red Road, using limited local resources to complete small sections incrementally.

RECENT DEVELOPMENTS

In 2020, Council launched an accelerated strategy to complete the remaining 40% of the Adavale Red Road with a 7.0-metre-wide double coat seal. This project is not just about road construction—it is about building resilience, improving safety, and unlocking economic and social opportunities for the region.

This ambitious program combines funding from the Australian Government's Roads to Recovery (RTR) Program, the Queensland Government's Transport Infrastructure Development Scheme (TIDS), and Council's own contributions.

This critical infrastructure project ensures an all-weather flood resilient road between Quilpie and Adavale. Additionally, the upgraded road enhances access to Hell Hole Gorge National Park, a major tourist attraction in the region, supporting local tourism and economic growth.

Over the past five financial years, significant progress has been made. The table below demonstrates that 34 kilometres was sealed with an average cost of \$224,500 per kilometre.

Red Road Sealing	Expenditure (in \$)	Kilometres sealed (km)	Cost per km (to nearest hundred \$)
2020/21	\$1,321,940	4.68	\$282,500
2021/22	\$1,329,020	6.32	\$210,300
2022/23	\$1,408,253	6.40	\$220,000
2023/24	\$2,374,342	9.90	\$239,800
2024/25	\$1,223,164	6.80	\$179,900
Total of 5 FYs	\$7,656,719	34.10	\$224,500

LOCALISED SOLUTIONS AND INNOVATIONS

The Adavale Red Road project faced unique challenges, including limited nearby access to water having to cart water from a source 50 kilometres away and the high cost of materials. However Council addressed these through innovative, locally-driven solutions:

1. **Sourcing Materials Locally:** Loam material was sourced and carefully screened from nearby gravel pits, reducing transport costs and supporting local resources.
2. **Construction Methodology:** Improved moisture control, wet mixing, and the use of stabilisers enhanced the quality and durability of the road surface.
3. **Capacity Building:** Enhanced staff training, improved site supervision, and collaboration with construction experts led to significant advancements in efficiency and quality.

These innovations not only reduced costs but also ensured the project's long-term sustainability and resilience.

COMMUNITY AND STRATEGIC PLANNING

The completion of the Adavale Red Road sealing project delivers transformative benefits to the community and region:

- **Improved Road Safety and Accessibility:** A sealed, all-weather road ensures reliable access for residents, emergency services, and freight, reducing isolation and enhancing safety.
- **Reduced Maintenance Burden:** Its sealed surface improves durability, minimising ongoing maintenance costs while providing a smoother and more reliable transport route.
- **Economic, Social and Tourism Growth:** It now provides better access to Hell Hole Gorge National Park.
- **Stronger Regional Connectivity:** Strengthened links between Adavale, Quilpie, and neighbouring Blackall-Tambo foster economic opportunities and enhance community resilience, supports local industries, and boosts tourism to other local attractions.
- **Cost-Effective Infrastructure:** At an average cost of \$224,500 per kilometre, the project maximises public investment while delivering lasting benefits.

CONCLUSION

The Adavale Red Road project is a testament to the power of collaboration, innovation, and strategic investment in regional infrastructure. It demonstrates how targeted funding can overcome challenges, deliver cost-effective solutions, and drive economic and social growth in remote communities.

The Adavale Red Road project stands as a model for overcoming challenges in rural road construction and demonstrates how targeted infrastructure investment can drive economic and social benefits.

A collaborative funding model, drawing on multiple financial sources, was key to the project's success, showcasing an effective approach for infrastructure delivery in regional areas.

Quilpie Shire looks for continued support from the State Government. By investing in Quilpie Shire's road infrastructure and reinforcing the importance of strategic infrastructure, the State Government can:

- Enhance regional connectivity and resilience.
- Support economic development and tourism in outback Queensland.
- Improve access to essential services for remote communities.

The planning, execution, and outcomes of this project also offer valuable insights for other councils facing similar challenges, providing a blueprint for achieving cost-effective and impactful road upgrades.

We urge the State Government to partner with Quilpie Shire Council to support more investment in critical infrastructure projects and unlock the full potential of the region. Together, we can build a safer, more connected, and prosperous future for outback Queensland as well as inter-state connectivity.



Former Deputy Mayor Jenny Hewson speaking at the celebration of the completion of the Adavale (Red) Road sealing.

PROGRESS UPDATE – FLOURISHING ECONOMY

	GOAL	CURRENT STATUS
2	Flourishing Economy	
2.1	Reach the Q1000 population target	
2.1.P1	Website refresh: jobs listing, 'Invest in Quilpie', 'Live in Quilpie'	Overdue
2.2	Build digital capacity for townships and end-users	
2.2.P1	Develop and deliver a business digital strategy	Overdue
2.3	Maintain safe and efficient transport networks	
2.3.O1	Deliver Flood Restoration (DRFA) Funding	On Track
2.3.O2	Deliver Maintenance & Capital Works on the shire road network	On Track
2.3.O3	Deliver Road to Recovery Program - Reseal program	On Track
2.3.O4	Deliver Community Roads & Infrastructure Program 4B	On Track
2.3.P1	Source funding and deliver reconstruction of the Quilpie Airport Main Runway and taxiway.	Completed
2.3.P2	Relocate fuel tank at Quilpie Aerodrome with Aerodrome redevelopment project	Behind
2.3.P3	Construct Quilpie footpaths missing link - Jabiru Street	Completed
2.3.P4	Release an EOI for the Murana Road Site Development Project	Overdue
2.3.P5	Seeking funding for the Toompine Aerodrome Upgrade for Fencing	On Track
2.3.P6	Deliver Road sealing to Adavale transfer station and ancillary works	Completed
2.4	Enhance and support our agricultural industry, resource sector and all businesses	
2.4.O1	Run 4 x Small Business Development Meetings	Overdue
2.4.O2	Meet with Resource Industry once per year	Completed
2.4.P1	Develop a Business Needs Strategy	Overdue
2.4.P2	Develop a Jobs & Skill Strategy	Overdue
2.4.P3	Establish a regional Car Hire Business	Overdue
2.4.P4	Improvement of Medical Services including attracting practitioners to the Shire	Completed
2.4.P5	Seek Funding for the extension to the Eromanga Natural History Museum	Completed
2.4.P6	Implement Buy Local Program	Completed
2.5	Facilitate and support innovation, ideas-building and new industry	
2.5.O1	Commence the development of the 2024 Economic Development Strategy	Completed
2.6	Capture opportunities for the 2032 Olympics	
2.6.P1	Collaborate with partners/stakeholders to build 2032 Olympic Games opportunities	Overdue
2.7	Provide a sought-after visitor experience and build experiential tourism	
2.7.P1	Commission new photos for tourism and promotion (update and refresh the photos database)	Completed
2.7.P2	Capture/locate visitor data at remote locations (such as Hell Hole Gorge, Baldy Top)	Completed
2.7.P3	Undertake a Tourism Signage Audit	Overdue
2.7.P4	Build experiences to tie into the visitor influx for the Rugby World Cup 2027	Overdue
2.7.P5	Deliver Accessible Tourism elevate Funding including website upgrade, disability accessibility	Overdue
2.7.P6	Investigate tourism opportunities for the opal industry	Completed
2.8	Build partnerships and grow opportunity with traditional owners	
2.8.P1	Work with traditional owners' groups on Welcome to Country signage	Overdue

PREVIEW OF THE YEAR AHEAD

Enhance and support our agricultural industry, resource sector and all businesses

Economic and business development strategy - \$35,000

Exclusion Fence Restitution Program Grant Administration Services

Maintain safe and efficient transport networks

March 2025 Flood Restoration Works

Undertake the restoration of roads following the March 2025 flood event in accordance with the Australian Government's Disaster Recovery Funding Arrangements (DRFA) which are administered by the State Government (Queensland Reconstruction Authority 'QRA').

- The March 2025 flood event was significant compared to prior year events:
- Size of the road damage – over 5 times the value of a normal flood event
- Area - dispersed across the entire shire

Estimated value of the restoration works - around \$80 million.

Capital Works Program Delivery – Road Infrastructure

Includes annual road reseal program, footpaths, concrete floodways, sealing and road construction works \$5.78 million

Sealing of Napoleon and Old Charleville Roads

50 km (Multi-year program - 2025/26 and 2026/27) \$15,000,00 – subject to external funding approval from Country Roads Connect Program

Quilpie Aerodrome Pavement Reconstruction - \$12 million

Toompine Airstrip – Secure and Safer Runway with Perimeter Fencing - \$204,500 – subject to external funding approval under the Australian Government Remote Airstrip Upgrade Program – Round 11

Provide a sought-after visitor experience and build experiential tourism

Eromanga Natural History Museum – construction of Stage 3

Facilitate and support innovation, ideas-building and new industry

Economic Development Strategy - \$30,000

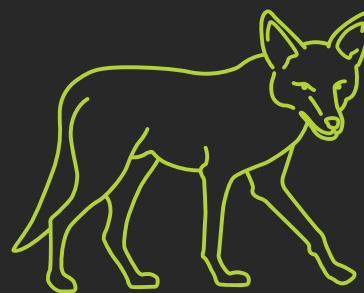
Business Innovation Project - Round 5 - \$50,000

Undertake a review of the Quilpie Shire Council Planning Scheme and supporting policies to improve housing supply and delivery - \$100,000. This project is funded by the Queensland Governments Supply Scheme Fund, Pathways 1.

ENVIRONMENTAL SUSTAINABILITY

Protect and enhance the environment through considered and sustainable growth and environmental management and policy implementation.

- Protect and enhance waterways and landscape biodiversity
- Research and implement renewable energy options
- Set short term and long term carbon goals
- Reduce the impact of waste on the environment



63 wild dog scalps

15 Tonne of wild dog baiting meat



3 properties pest weed assistance



109.4KM
exclusion fencing subsidised

3 waste transfer stations operational



WASTE TRANSFER FACILITIES – ADAVALE, TOOMPINE AND EROMANGA

The operation of waste transfer facilities in our remote communities of Adavale, Eromanga, and Toompine faced considerable challenges during the past year. These were significantly compounded by the severe Western Queensland Surface Trough and associated rainfall and flooding event in late March and early April 2025, which caused service disruptions and required extensive site remediation. The core operational difficulties of vast distances and low population density continue to place considerable financial pressure on service delivery.

In response, Council has initiated a program of strategic improvements to build resilience and enhance operational efficiency. A key focus has been the standardisation of site management through the development of detailed written procedures, providing clear guidance for staff and ensuring consistent service standards. This work is being supported by our ongoing engagement with the Department of Environment, Technology, Science and Innovation (DETSI) to build local capacity and ensure safe work practices.

Looking ahead, these foundational steps will inform the development of a broader Shire-wide Waste Management Strategy in future years. This will examine feasibility for provision of sustainable recycling options, address current issues in a more comprehensive approach, and ensure our remote communities receive resilient, cost-effective, and environmentally responsible waste services.

SEWAGE TREATMENT PLANT

Quilpie has been fully sewered since 1938, making it one of the first towns in the Commonwealth to receive this essential service. This 86 year old infrastructure is at the end of its useful life and needs to be replaced. The ‘for-construction’ design for its replacement has been completed and the preferred supplier selected.

The total project cost is estimated at \$10.9M, combining \$1M spent on design work to date and a forecasted construction cost of \$9.9M. An earlier grant application for State Government funding under the 2024-28 Local Government Grants and Subsidies Program was unsuccessful. State Government funding is crucial to ensure the STP upgrade proceeds, enabling compliance with Environmental Authority requirements and expanding the plant’s capacity to accommodate Quilpie’s growing population.

Council will continue to advocate for funding for this project.

COMMUNITY ENERGY UPGRADE PROJECT

Council is planning to install solar panel power generation systems on three (3) Council buildings subject to external funding support. The purpose of the energy upgrade is to reduce operating costs across these facilities over the long term.

An initial application for funding with the Australian Governments Community Energy Upgrades Fund Round 1 was unsuccessful.

Council has applied for funding under Round 2 of the same funding program. The total project cost is estimated at \$154,163, with funding of \$77,082 sought.

PEST WEED MANAGEMENT

Throughout the year, the Pest Management team has undertaken treatment of scattered pest weeds across the shire, including the Quilpie Common.

Notably, infestations of Mother of Millions, Parthenium, and Coral Cactus were reported on three rural properties and treated promptly. Monitoring of these areas continues.

Following the significant rainfall and flood event in March, staff have been vigilantly monitoring high-risk areas for signs of seed spread to prevent further outbreaks.

EXCLUSION FENCING SUBSIDY PROGRAM

Council extended the Exclusion Fence Subsidy Program - Round 7 last year due to shortage of materials and weather conditions. Eight landholder applications were approved and the projects completed. A total of 109.4km of exclusion fencing was constructed on various properties with a total subsidy amount paid to landholders of \$183,600.

WILD DOG BAITING PROGRAMS

Council and the Quilpie Wild Dog Advisory Committee coordinated two (2) Wild Dog Baiting Programs within the Shire during the year in November 2024 and May 2025 using approximately 25.8t of meat.

Hotspot baiting programs were also held on various properties within the Shire during the year to control wild dogs and feral pigs. There were 63 wild dog scalps presented to Council for bonus payments.

The Feralscan app remains an invaluable resource for landholders and Council, assisting with wild dog control and data collection.

From December 2024 to June 2025, active users submitted 72 records, contributing vital information to improve management strategies and protect livestock.

Table: Wild Dog Scalps Presented to Council

Wild Dog Scalps	2021/22	2022/23	2023/24	2024/25
Male	42	82	12	27
Female	17	39	7	16
Pups	8	8	-	20
Total	67	129	19	63

PROGRESS UPDATE – ENVIRONMENTAL SUSTAINABILITY

	GOAL	CURRENT STATUS
3	Environmental Sustainability	
3.1	Protect and enhance waterways and landscape biodiversity	
3.1.O1	Develop partnerships to support pest and weed management	Completed
3.1.O2	Undertake a systematic inspection program to monitor compliance with the <i>Animal Management (Cats & Dogs) Act 2008</i> within designated township areas	Completed
3.1.O3	Undertake coordinated wild dog baiting programs across the shire (and hotspot baiting)	Completed
3.1.O4	Seek external opportunities for exclusion fencing and weed pest management funding	Completed
3.1.P1	Provide an exclusion fence subsidy scheme funded by Council and award by 30 September	Completed
3.1.P2	Review and update Council's Biosecurity Plan regarding to weed and pest animal management	Overdue
3.1.P3	Deliver a community education programme to promote and encourage responsible pet ownership in partnership with schools	Completed
3.2	Research and implement renewable energy options	
3.2.P1	Deliver Solar Projects as recommended in Energy Audit	Overdue
3.3	Set short term and long-term carbon goals	
3.3.P1	Undertake assessment of Council emissions and build strategies around the results	Overdue
3.4	Reduce the impact of waste on the environment	
3.4.P1	Complete CCTV inspections of the Waste Water System as part of the SWQWSA Project	Completed
3.5	Reduce the impact of waste on the environment	
3.5.P1	Connect water customers to the Toompine Water Bore	Completed

REVIEW OF THE YEAR AHEAD

Research and implement renewable energy options

Solar panel power generation systems x 3 on Council Buildings - \$154,163 – this project is subject to external funding approval of \$77,082 under the Australian Governments Community Energy Upgrades Fund Round 2

Reduce the impact of waste on the environment

Sealing wash bay approach and install silt trap - \$50,000

Relocate water filling point at cold water dam to northern end, install pump and seal area - \$80,000

Sewer pump station at Quarrion Street, Quilpie - \$300,000

Quilpie Sewage Treatment Plant - \$5,000,000

Multi-year project. Total project estimate is \$9,900,000. Design completed. Construction is subject to Council securing external funding.

Eromanga sewerage improvements - \$100,000

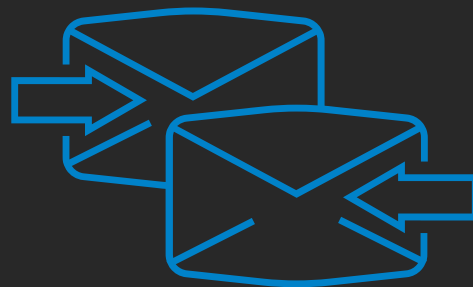
Onsite sewerage upgrade at the Eromanga Recreation Reserve - \$50,000



STRONG GOVERNANCE

Implement a framework to support strategic growth through best practice systems, policies and financial controls.

- Excellence in customer service
- Be responsive to change and digitisation
- Maintain good corporate governance
- Long-term financial sustainability underpinned by sound financial planning and accountability
- Optimal asset management practices
- Inclusive community engagement and decision-making
- Staff upskilling, leadership training and wellbeing support
- Build cross-regional networks



3,646 documents registered organisation wide

8,977 correspondence inwards registered

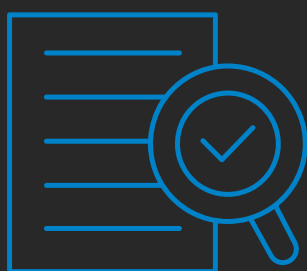
1,295 correspondence outwards registered



29 VendorPanel quote requests

15 contracts over \$200,000 awarded by Council

1,369 purchase orders issued



3 new internal control deficiencies

2 prior year deficiencies resolved

Unmodified Audit opinion



\$35.1M cash

\$12.3M restricted cash

\$10.349M Capital Expenditure

\$3.263M Operating Surplus

\$1.9M Plant Investment



149 documents signed using secured signing

7 public tenders

HIGHLIGHTS

Implementation of Secured Signing platform for digital signatures

Review asset management plans for all assets classes

FINANCIAL MANAGEMENT

Council's financial statements are audited each year by the Queensland Audit Office. We aim for an unmodified audit opinion which would mean the financial statements are reliable.

The areas of audit focus for this year included:

- Valuation of infrastructure assets
- Grants – revenue recognition, contract assets, contract liabilities

This year the Auditor-General issued an unmodified audit opinion for our financial statements. An unmodified opinion means Council's financial statements are reliable for the financial year reported.

The results of their audit on areas of focus concluded that:

- Infrastructure assets have been valued appropriately
- There was sufficient appropriate evidence that the grant revenue/income was not materially misstated.

Another focus this year was the fixed asset register categories and system reconciliation issues, which has been resolved.

While we met our key financial audit milestones and this audit opinion was a good outcome, there are still areas of improvement including:

- Inventory cut-off and timely recognition of goods received pre year end
- Expense cut-off and misalignment of expenditure with service periods
- Greater emphasis on asset revaluation reconciliations between trial balance, fixed asset register and the valuation reports

We will now work on these matters to ensure these improvements are made for the 2025/26 financial statements.

The financial position at the end of the 2024/25 financial year was as follows:

- Unmodified audit opinion on the financial statements
- Operating result – a surplus of \$3.263M
- Net result – a surplus of \$3.108M
- Capital expenditure - \$10.349M
- Cash and cash equivalents - \$35.1M (\$12.3M restricted)
- No borrowings
- Completion and sign-off of the financial statements on 8 October (well before the statutory deadline of 31 October)

ANNUAL BUDGET AND LONG TERM FINANCIAL FORECASTS

The Annual Budget for 2024/25 was adopted on 16 July 2024 prior to the statutory deadline of 1 August. The Operational Plan provides the framework for the budget. It outlines what Council will do that year to contribute to achieving its Corporate Plan priorities.

The \$76.1M Budget is in two parts - \$37.2M for operational expenses and \$38.95M towards the capital works program. Operational expenses are associated with the day to day operations of Council, such as providing services and programs, and maintaining the roads and water and sewerage services. The capital works program is expenditure on the construction of road infrastructure, buildings and housing, water and sewerage infrastructure, plant, and the Eromanga Natural History Museum – Stage 3.

Other aspects of the Budget are the setting of rates and charges, long term financial forecasts and sustainability indicators.

Budget discussions and development occurs over many months, generally from February to June each year. Community budget meetings are held to provide an update on the progress of the current year and introduce what is planned for in the next budget. Feedback and suggestions raised in these meetings inform the development and finalisation of the budget.

Council generally undertakes quarterly budget reviews and adopts amended budgets if required. During the 2024/25, Council adopted amended budgets on 17 December, 2024, 30 April and 20 May 2025.

ASSET MANAGEMENT PLANS

Section 104(5)(ii) of the *Local Government Act 2009* states that “the system of financial management established by a local government must include a long-term asset management plan”. The asset management plans should align with the budget and the long-term financial forecast.

The last review of the asset management plans was in 2016. This current review of the asset management plans was to ensure that the Council is complying with the *Local Government Act 2009*. Asset management plans that were adopted this year included:

- Transport Services (Roads and Aerodromes)
- Water Infrastructure
- Sewerage Infrastructure
- Buildings and Other Structures
- Plant and Equipment
- Other Infrastructure

The benefit of having asset management plans in place is that it allows Council to schedule works based on priority.

As this data is being closely reviewed it provides Council the flexibility to re-evaluate where an asset needs to be prioritised due to a change in circumstances. This information is extremely valuable during annual budget deliberations but also for long-term considerations.

Work on Council's asset management plans will continue next year with a focus on buildings and structures and other assets, incorporating the technical data collated during the valuation assessments that were completed this year.

COMMUNITY BUDGET MEETINGS

Community updates were prepared for the Community Budget Meetings held in Adavale, Eromanga, Quilpie and Toompine in June. These budget meetings were to share information on the draft budget for 2025/26.

The updates also covered projects completed, programmed or in progress at each locality, including shire roads, State road network improvements, plant and fleet replacements, flood restoration works, planning, community grants and assistance, and the council funded exclusion fence subsidy.

Feedback and suggestions raised at these meetings informed the development of the 2025/26 budget which was subsequently adopted at a special budget meeting on 15 July 2025.

RATES AND CHARGES

Council issued half yearly rates notices in August and February. There were a number of Queensland Valuation and Sales (QVAS) valuation changes received from the Department of Resources as a result of valuation splits and/or amalgamations. In total there were 48 supplementary notices issued. The change process through our finance system is sometimes complex particularly where the changes involve splits and amalgamations which involved multiple years.

OUTSTANDING RATES AND CHARGES

First and second reminder notices were sent for outstanding rates after each discount period. Work continues on advanced debt recovery action in accordance with Council's adopted policy for the Recovery of Overdue Rates and Charges Policy Resolution No: (QSC005-01-23). The balance of outstanding rates and charges is \$8.434M, with \$7.612M owing by one (1) ratepayer for 5 assessments for petroleum leases. Council is actively pursuing debt recovery in accordance with the policy.

ACCOUNTS PROCESSING

Our small team process creditor and debtor accounts on behalf of all Council services and projects. As with any business, the keeping of good financial records is key to sound decision making and financial planning, as well as ensuring legislative compliance. The team processed 3,802 invoices, 2,217 cheque/EFT payments with a value of \$49.819 million. There were also 487 debtor invoices issued and 4,012 receipt transactions.

PROCUREMENT OF GOODS AND SERVICES

The procurement function plays a vital role in supporting Council operations through the effective sourcing and delivery of goods and service. As a single-person function, the department works collaboratively with multiple internal departments to ensure procurement activities align with Council policies, strategic objectives, and legislative requirements.

Over the past year, the procurement function has continued to evolve, with a focus on improving processes, enhancing compliance, and building capability across the organisation. Providing end-to-end assistance for multiple contract processes, including scope definition, request for quote / tender preparation, evaluation co-ordination, and contract finalisation. Procurement procedures are still maturing, with the identified need for clearer workflows, documentation, and training across departments. However, over last year we have strengthened working relationships with departments such as Infrastructure, Community Services, and Finance to better understand operational needs and timelines. The current systems for tracking and managing procurement activity are largely manual, limiting efficiency and oversight so this a continuous area of focus for procurement.

Procurement provides continuous support and advice to staff undertaking purchasing activities, contributing to broader organisational understanding of procurement requirements.

Despite challenges with resources, the procurement function has provided critical support across Council operations. The continued investment in procurement systems, processes, and training will be essential to maturing the function and ensuring long-term value for the organisation and community.

A review of the procurement policy was conducted during the year with the policy adopted at the July 2025 ordinary meeting of Council. Following the review of the Procurement Policy, no major changes were made. The review focused primarily on refining punctuation and updating specific terminology to ensure clarity and consistency throughout the document. These minor amendments aim to enhance readability without altering the policy's intent.

With a record-breaking budget adopted, the 25/26 FY year presents an opportunity to further embed procurement best practices, enhance compliance, and support Council in delivering cost-effective and transparent services to the community.

During the 2024–2025 financial year, 47.7% of Council's total procurement spend was directed to suppliers based within the Quilpie Shire. This reflects Council's ongoing commitment to supporting the local economy, fostering regional business growth, and building strong relationships with local suppliers.

Registers of Pre-Qualified Suppliers

Contract #	Title	Term Start Date	Term End Date	Extension Period Option	Refresh/New Panel Estimate
T01 23-24	Register of Pre-Qualified Suppliers of Trades & Professional Services	1 November 2023	31 October 2024	1 November 2024 - 31 October 2025	New Panel: Public Tender – via VendorPanel - September 2025
T01 24-25	Register of Pre-Qualified Suppliers of Mobile Plant and Equipment for Wet & Dry Hire	1 September 2024	31 August 2025	1 September 2025 - 31 August 2026	Refresh: Public Tender – via VendorPanel - July 2025 New Panel: Public Tender – via VendorPanel - July 2026
T02 24-25	Register of Pre-Qualified Suppliers of Road & Civil Construction	12 November 2024	12 November 2025	13 November 2025 - 12 November 2026	Expression of Interest (EOI) July 2025 New Panel: Public Tender – via VendorPanel September 2025

Procurement for large capital projects

- RFQM 01 24-25 Supply & Delivery of one (1) 2024 30,000L Water Tanker
- RFQL03 24-25 Supply & Delivery 1 2024 106T Prime Mover without trade
- RFQL 04 24-25 Various Bitumen Seals
- RFQM03 24-25 Supply & delivery One (1) 72 inch OUT FRONT MOWER
- RFQM05 24-25 Supply and Delivery of Two 2024 Variable Message Signs
- RFQM08 24-25 Supply & delivery ONE (1) 2024 Rubber tracked Mini excavator and trailer
- RFQM 07 24-25 Supply & Delivery 1 2024 , 2WD Single Cab Utility
- T04 24-25 QSC-Concrete Floodway Replacement
- RFQM 13 24-25 Supply and Delivery of one 4WD Wagon
- RFQL 12 24-25 Supply & Delivery of one 2024/25 Vacuum Suction Truck
- EOI 03 24-25 Quilpie Swimming Pool Chlorination Upgrade
- RFQM 18 24-25 Supply and Delivery of one (1) 2025 4.5T GVM Tri-Tipper
- RFQM 19 24-25 Supply and Delivery of one (1) 2025 6T GVM Tri-Tipper
- RFQM 20 24-25 Supply and delivery of one 2025, 12 Seater Commuter Bus

- RFQM 21 24-25 Supply and Delivery of one 4.5T Diesel Forklift
- RFQL 14 24-25 Bitumen Reseals
- RFQL 15 24-25 Quilpie Swimming Pool Chlorination Upgrade

Flood damage projects – large request for quote

- RFQL 12 23-24 Flood Restoration Works 2022 Screening of material for Adavale Roads
- RFQL 16 23-24 Flood Restoration Works 2022 Screening of material for South East Quadrant
- RFQL 18 23-24 Sept 2022-Flood Damage-Adavale Package
- RFQL 02 24-25 Flood Restoration Works 2023 June-Pinkenetta Road Package
- RFQL 07 24-25 Flood Damage 2024 Ambathalla Road Package
- RFQL08 24-25 Flood Damage 2024 Cheepie Adavale Road
- RFQL 05 24-25 Flood Damage 2024 Big Creek Road Package
- RFQL 09 24-25 Flood Damage 2024 Adavale Charleville Road Package
- RFQL 10 24-25 Flood Damage - Humeburn Road Pk
- RFQL 06 24-25 Screening of Material for 2024 Fflood Damage Work
- RFQL16 24-25 Screening of Material Package
- RFQL04 25-26 Screening Material-Old Charleville Rd Area

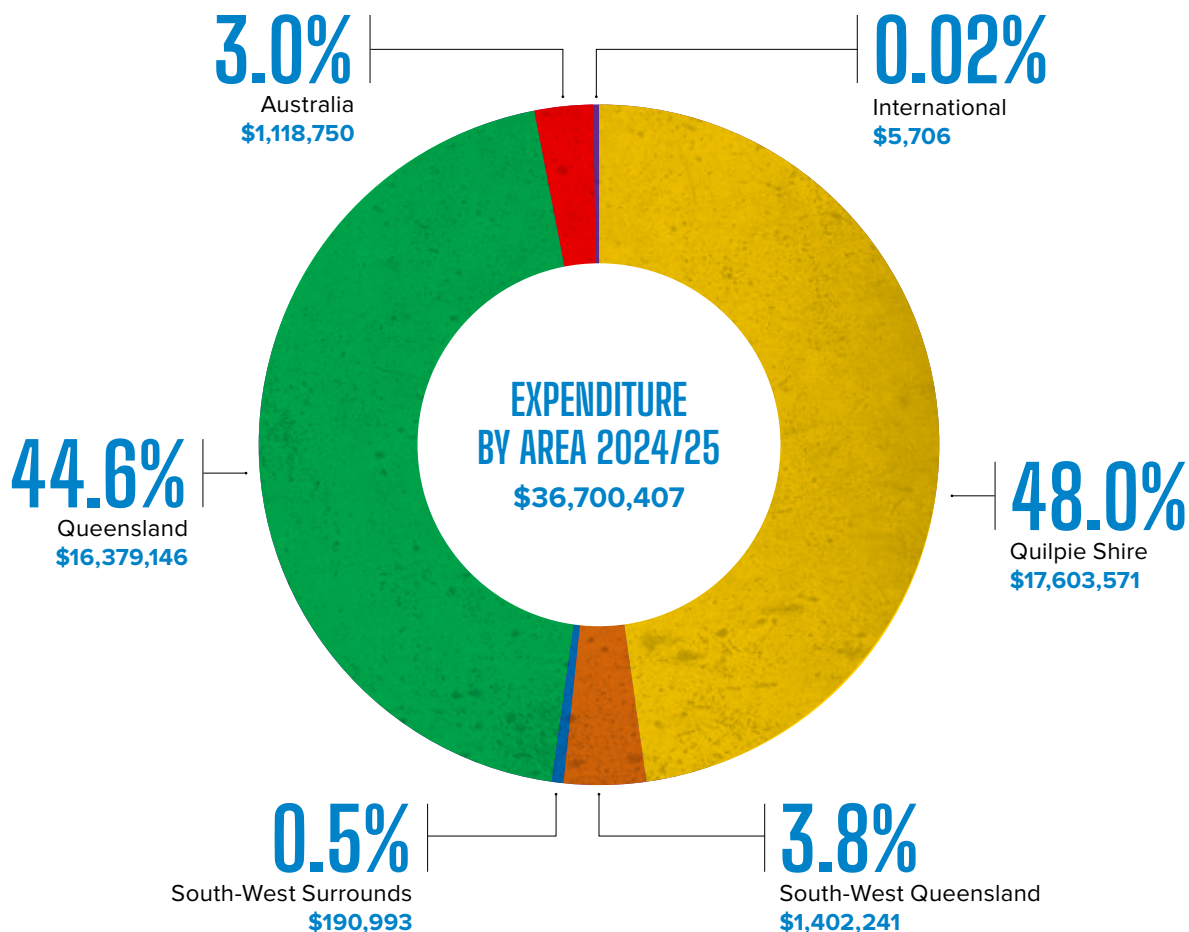
Requisitions	2020/21	2021/22	2022/23	2023/24	2024/25
Number	2407	2128	1576	1490	1369
Value	\$27,992,099	\$22,535,184	\$32,796,955	\$37,203,120	\$27,610,238
Tenders					
Public Tenders Prepared	N/A	N/A	3	11	7
Contracts awarded in financial year					
(all request awarded via VendorPanel mix of tenders & RFQL+M)	31	22	36	2	28
Stores-Units Issued	N/A	1132	1298	1361	1220

EXPENDITURE BY AREA REPORTING

In 2024-25 Council introduced local spend reporting using its own reporting framework which is based on the payment for goods and services with businesses based on the area in which it operates from.

Council's expenditure by area is reported on six (6) areas including Quilpie Shire, South-West surrounds, South-west Queensland, Queensland, Australia and International (area definitions below).

All businesses operating in the Quilpie Shire local government area are included in the Quilpie Shire Area as every business is important to our community and local economy.



Area	Area Definition
Quilpie Shire	Procurement of good and/services from suppliers operating within the Quilpie Shire.
South-West Queensland	Procurement of good and/services from suppliers operating within the other five South-West Queensland Council areas which include Balonne, Bulloo, Maranoa, Paroo and Murweh.
South-West Surrounds	Procurement of good and/services from suppliers operating in local government areas that surround South-West Queensland council areas - Banana, Barcoo, Blackall-Tambo, Central Highlands, Goondiwindi, Longreach and Western Downs.
Queensland	Procurement of good and/services from suppliers operating within the rest of Queensland (excluding suppliers operating from Quilpie Shire, South-West Queensland and South-West Surrounds areas).
Australia	Procurement of good and/services from suppliers in NSW, Victoria, ACT, SA, WA, NT and Tasmania.
International	Procurement of good and/services from international suppliers i.e. from outside Australia.

There are transactions that are excluded from this reporting such as taxation obligations, employee superannuation, internal adjustments between Council bank accounts, investment movements, payments to government agencies and local government arrangements, and payments using purchase cards. For 2024/25 these totalled \$49.7 million. Payments for goods and services via purchase cards (\$342,264) are excluded as these are not supplier specific through our system. We are working on a solution so that these payments can be reported in future years.

BENEFITS AND SAVINGS FROM THE EXPANSION OF PURCHASING CARDS

During the year, the total value of transactions using purchasing cards was \$342,264.

The benefit for our suppliers is that these funds are paid at the point of sale (no need for a purchase order or to issue an invoice then wait for payment) and the purchasing process is much more efficient for officers obtaining their goods immediately and a large saving in administration time and cost.

The administration cost of raising a purchase order is estimated at \$300 end to end which is a significant cost savings across the year.

As you can see in the table on page 104, over time there has been a decrease in the number of purchase orders. This is a result of streamlining processes and a great influence from the use of purchase cards for those simple transactions.

RECORDS MANAGEMENT

Council continued to assist employees with the use of the records management system as well as provide guidance in relation to record keeping.

During the year, Council implemented Secured Signing, a platform for legally-binding digital signatures, which incorporates within our records management system. This has allowed Council to streamline signing processes and move towards digitalisation.

While document destruction occurs throughout the year, Council continues to face the challenge of limited permanent storage space for their physical documents. Another challenge Council faces is ensuring meaningful metadata is assigned to records.

Looking forward, Council will continue efforts to streamline processes, provide guidance to staff on their records keeping responsibilities by updating Quilpie Shire Council Record Management Business Rules and ensuring we move towards digitalisation.

PROGRESS UPDATE – STRONG GOVERNANCE

	GOAL	CURRENT STATUS
4	Strong Governance	
4.1	Excellence in customer service	
4.1.P1	Develop and implement formalised SOPs for administrative and customer service activities to improve service and compliance levels	Overdue
4.1.P2	Review the Customer Service Policy	Overdue
4.1.P3	Improve accessibility to the Quilpie Cemetery Records through an online access facility on Council's website	Overdue
4.2	Be responsive to change and digitisation	
4.2.O1	Continually explore digitisation opportunities of Council's systems and processes	Completed
4.2.O2	Promote 'Snap, Send, Solve' app	Completed
4.2.P1	Installation of Delegation Software	Overdue
4.2.P2	Review Council's main website structure and contents	Overdue
4.2.P3	Purchase of Drone & Media Resources	Overdue
4.3	Maintain good corporate governance	
4.3.O1	Prepare unmodified audit of Council's Annual Financial Statements within statutory deadlines	Completed
4.3.O2	Review policy management processes and systems	Overdue
4.3.O3	Compliance with funding bodies reporting milestones and acquittal due dates	Completed
4.3.O4	Compliance with LGW auditing Tool	Overdue
4.3.O5	Completion of all Quarterly Action Plans (QAPs)	Overdue
4.3.O6	Hold a minimum of 3 WHS advisory group meetings per annum	Overdue
4.3.O7	Completion of Hazard Inspections as outlined in the QAPs	Overdue
4.3.O8	Undertake an annual review of risk management framework and risk registers	Completed
4.3.O9	Completion of all rectification Action Plan Items as outlined from their proposed completion date	Overdue
4.3.O10	Provide Quarterly reports on statistics for lost time injuries and any incident trends	Overdue
4.3.O11	Reduction of lost time injuries and injury claims	Overdue
4.3.O12	Completion of all incident reports including investigations and implementation of any identified actions.	Overdue
4.3.O13	Review the procurement framework to ensure procurement policies and processes are best practice and comply with legislative requirements	Completed
4.3.O14	Review project management framework to incorporate the QTC Model	Completed
4.3.O15	Undertake an annual review of Council delegations and authorised persons instruments and the way they are applied	Overdue
4.3.O16	Review governance arrangements for Council owned assets	On Track
4.3.O17	Upgrade MAGIQ records management software including integrated Secured Signing	Completed
4.3.P01	Review expired leases and establish a lease register	Completed
4.3.P02	Review commons and reserves & update Depastorisation Policy	Overdue
4.3.P03	Review processes for management of general agreements and leases	Completed
4.3.P04	Undertake Annual Food Safety Audit and follow up on any non-compliances	Completed
4.3.P05	Undertaken Employer Branding Project	Completed
4.3.P06	Undertake Design Project for Employer Branded Trademutt Shirts	Completed
4.3.P07	Position Description Project	Completed
4.3.P08	Undertake Psychosocial Welfare Project	Completed
4.3.P09	Undertake Human Rights Review for Policy Review and Decision Making Framework	Completed
4.3.P10	Undertake Review of Human Resources Policies	Completed
4.3.P11	Undertake Values Signage Project	Overdue
4.3.P12	Undertake Certified Agreement Review Process	Completed
4.3.P13	Undertake 360 HR Review Project	Completed

	GOAL	CURRENT STATUS
4.4	Long-term financial stability underpinned by sound financial planning and accountability	
4.4.O1	Develop and adopt a compliant and affordable Annual Budget before 1 August to fund Council's Operational Plan for the year	Completed
4.4.O2	Perform regular reviews of long-term financial forecasts consistent with the long-term asset management plans	Completed
4.4.O3	Undertake annual insurance review	Completed
4.4.O4	Prepare Government Data Collection Return	Completed
4.4.O5	Complete annual and periodic reviews to ensure alignment of the budget and the Corporate and Operational Plans	Completed
4.4.O6	Engagement of specialist valuers to undertake Comprehensive valuations of Buildings & other Structures and land and desktop valuation for remaining asset classes	Completed
4.4.O7	Prepare Annual Financial Statements in accordance with legislative requirements	Completed
4.4.O8	Prepare financial sustainability statements and measures determined by the Queensland Government and monitoring trends in other financial ratios	Completed
4.4.O9	Undertake a review of general rates, utility charges and levies, including policy reviews and data integrity checks	Completed
4.4.O10	Establish rolling reviews of fees and charges	Completed
4.4.O11	Reviews all financial policies due for review	Completed
4.4.O12	Review cybersecurity and IT system processes	Completed
4.4.P1	Document service levels and monitor changes to ensure service levels are affordable	Overdue
4.5	Optimal asset management	
4.5.O1	Review and update the Asset Register to record Council's non-current physical assets	Completed
4.5.O2	Deliver annual replacement Plant and Vehicles	On Track
4.5.O3	Deliver refurbishments to Gyrica Housing	On Track
4.5.O4	Deliver Council Housing Refurbishments	On Track
4.5.P01	Review existing Asset Management Plans for Roads, Buildings, Other Structures, Water, and Sewerage asset classes; develop 10 year programs, and carry out ongoing annual reviews thereafter	Completed
4.5.P07	Deliver Quilpie Water Main - Sommerfield Road Upgrade	Behind
4.5.P08	Complete Toompine Transfer Station Upgrade	Completed
4.5.P09	Complete Eromanga Transfer Station Upgrade	Completed
4.5.P10	Complete Adavale Transfer Station Upgrade	Completed
4.5.P11	Carry out External Paint of Administration Building	Behind
4.5.P12	Deliver a new footpath at the Council Administration Office	Completed
4.6	Inclusive community engagement and decision making	
4.6.O1	Run Shire-wide Annual Budget / Community Catch-up workshops	Completed
4.6.P1	Investigate an online community engagement platform with development of new Website	Overdue
4.7	Staff upskilling, leadership training and wellbeing support	
4.7.O1	Provide 2 x Whole of Organisation staff events per annum	Completed
4.7.O2	Provide 1 x Staff Wellbeing Week with skin checks per annum	Completed
4.7.O3	Continue to support SWQROC shared Graduate Engineer	Completed
4.7.O4	Run annual budget workshops with relevant staff	Completed
4.7.O5	Provide a staff Big Day Out Field visit	Completed
4.7.P1	Explore capacity for electronic HR system with integration with Practical - Implement HR Software Module	Overdue
4.7.P2	Explore options for the Undergraduates/ Graduates Professionals (eg Bush Program or Country University Centres)	Not started
4.7.P3	Review staff induction process	Completed
4.8	Build cross-regional knowledge intelligence network	

PREVIEW OF THE YEAR AHEAD

Excellence in customer service

New corporate website - \$30,000

Review the customer service charter

Be responsive to change and digitisation

New video conferencing (boardroom and depot) - \$30,000

Develop and adopt Data Breach Policy

Maintain good corporate governance

Unmodified audit opinion for the General Purpose Financial Statements and Sustainability Ratios

Develop the Budget including Revenue Statement and Long Term Financial Forecasts (incorporating updated Asset Management Plan data) for adoption by the next statutory deadline.

Complete the Internal Audit Program for 2025/26

Review financial delegations and purchasing card limits.

Finalise review of delegations and authorised persons powers using Reliansys software platform.

Implement the internal audit recommendations on the Risk Management Framework

Long-term financial sustainability underpinned by sound financial planning and accountability

Complete a comprehensive valuation of Water & Sewerage Infrastructure

Optimal asset management practices

Update Asset Management Plans for buildings and structures and other assets, incorporating updated technical data.

Plant investment program - \$3.675M

Sale of council housing

Demolish old depot

Inclusive community engagement and decision-making

Community Budget Meetings for feedback on 2026/27 Budget

Community consultation on Bob Young Memorial Park Design

Staff upskilling, leadership training and wellbeing support

Complete the Employer Branding project and implement

Position description review project - \$30,000

Values signage - \$5,000

360 Review Project - \$4,500



6

LEGISLATIVE REPORTING

ANNUAL REPORT COMPLIANCE

The following statutory information is a legislative requirement under the *Local Government Act 2009* and the *Local Government Regulation 2012*.

COUNCIL MEETINGS

Throughout 2024/25, ordinary meetings of Council were generally held on the third Tuesday of each month in the council boardroom, commencing at 8.30am. The dates and times of meetings other than Special Meetings are fixed in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

The Chief Executive Officer must call a special meeting if:

- There is a prior Council resolution specifying that the meeting will be held;
- The Chief Executive Officer has identified an urgent matter that needs to be decided before the next scheduled meeting; or
- A written request has been received by the Chief Executive Officer which has been signed by the Mayor, and two other Councillors and states a particular matter(s) to be discussed.

All meetings are open to the public, unless Council resolves, under section 274 of the *Local Government Regulation 2012*, that the meeting be closed whilst discussion takes place “in confidence” regarding specific issues such as staff, legal, contractual, or industrial proceedings.

COUNCILLOR REMUNERATION

Section 247 of the *Local Government Regulation 2012* requires Councils to pay elected representatives as per the annual schedule determined as per the Local Government Remuneration Commission unless by resolution, they resolve to adopt a lesser amount.

Councillor remuneration for 2024/25 financial year is shown in the following table:

Councillor	Gross Payment	Superannuation
Cr Ben Hall	\$119,393.04	\$13,730.16
Cr Roger Volz	\$68,880.00	\$7,921.20
Cr Lyn Barnes	\$59,692.68	\$6,864.60
Cr Tony Lander	\$59,692.68	\$6,864.60
Cr Milan Milosevic	\$59,692.68	\$6,864.60

COUNCILLOR MEETING ATTENDANCES

Councillor	Ordinary Meetings	Special Meetings	Workshops	Other	Total
Cr Ben Hall	12	13	14	140	179
Cr Roger Volz	12	13	14	83	122
Cr Lyn Barnes	12	13	13	45	83
Cr Tony Lander	12	13	14	29	68
Cr Milan Milosevic	12	12	14	34	72

COUNCILLOR EXPENSES

COUNCILLOR EXPENSES REIMBURSEMENT POLICY

In accordance with section 250(1) of the *Local Government Regulation 2012*, Council is required to have a Councillor Expenses Reimbursement Policy. The Policy was reviewed in August 2024 and the amended changes were adopted at the Ordinary Meeting of Council on 27 August 2024.

EXPENSES REIMBURSED

Under the expenses reimbursement policy, the following payments were made:

Councillor	Expense	Value
Cr Ben Hall	Travel	\$394.24
Cr Roger Volz	Costs associated with attendance at WQRC, LGAQ Conference, Tourism Awards and Civic Leaders Summit	\$1,990.18
Cr Lyn Barnes	Cost associated with Conference	\$92.68
Cr Tony Lander	-	-
Cr Milan Milosevic	Anzac Eve Expenses	\$239.00

OTHER MEETINGS EXPENSES

Other expenses relating to Council meetings totalled \$6,209.89 (ex GST), conferences totalled \$36,434.38 and Councillor Allowance Expenses totalled \$33,489.13 (ex GST).

FACILITIES PROVIDED TO COUNCILLORS

Each Councillor is issued with an iPad or laptop with internet access for the purpose of conducting local government business. Councillors also have access to a Council vehicle for approved work purposes.

COUNCILLOR COMPLAINTS, ORDERS AND RECOMMENDATIONS

In accordance with section 186 of the *Local Government Regulation 2012* the following information is provided in relation to Councillor complaints, orders and recommendations:

Item	Response
Orders made under section 150I(2) of the <i>Local Government Act 2009</i>	Nil
Orders made under section 150IA(2)(B) of the <i>Local Government Act 2009</i>	Nil
Orders made under section 150AH(1) of the <i>Local Government Act 2009</i>	Nil
Decisions, orders and recommendations made under section 150AR(1) of the <i>Local Government Act 2009</i>	Nil
Complaints referred to the assessor under section 150OP(2) of the <i>Local Government Act 2009</i>	Nil
Matters mentioned in section 150P(3) of the <i>Local Government Act 2009</i> , notified to the Crime and Corruption Commission	Nil
Notices given under section 150R(2) of the <i>Local Government Act 2009</i>	2
Notices given under section 150S(2) of the <i>Local Government Act 2009</i>	Nil
Decisions made under section 150W(a), (b) and (d) of the <i>Local Government Act 2009</i>	Nil
Referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the <i>Local Government Act 2009</i>	Nil
Occasions information was given under section 150AF(4)(a) of the <i>Local Government Act 2009</i>	Nil
Occasions the local government asked another entity to investigate, under chapter 5A part 3, division 5 of the <i>Local Government Act 2009</i> for the local government, the suspected inappropriate conduct of a Councillor	Nil
Applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the <i>Local Government Act 2009</i> about whether a Councillor engaged in misconduct or inappropriate conduct	Nil

OVERSEAS TRAVEL

During the 2024/25 financial year, no Councillor or Council employee travelled overseas in an official capacity.

ADMINISTRATIVE ACTION COMPLAINTS

The complaints management process is established with the following objectives:

- The fair, efficient and consistent treatment of complaints about decisions and other administrative actions of the Council;
- A complaints management process that is easy to understand and is readily accessible to all;
- Detection and rectification, where appropriate of administrative errors;

- Identification of areas of improvements in the Council's administrative practices;
- Increase in awareness of the complaints management process for the Council's staff and the community;
- Enhancement of the Community's confidence in the complaints management process and the reputation of the Council as being accountable and transparent;
- Building the capacity of staff to effectively manage complaints in an environment of continuous improvement;
- Complaints will be acknowledged and resolved in a timely manner;
- Council will manage complaints confidentially and ensure that the complainants do not suffer any form of reprisal for making a complaint; and
- Council will abide by the principles of natural justice and procedural fairness when dealing with complaints.

COUNCIL'S IMPLEMENTATION OF ITS COMPLAINTS MANAGEMENT PROCESS AND ASSESSMENT

Council is committed to dealing with administrative action complaints fairly and without prejudice. The policy was reviewed and adopted on 20 June 2023 and is scheduled for a comprehensive review in 2027. Council's Complaints Management Policy and process is available on Council's website and from the administration office.

Item	Response
Number of administrative complaints made, resolved by Council, not resolved by Council and complaints not resolved in the previous year	Nil
Number of administrative action complaints made	Nil
Number of administrative action complaints resolved by Council (under the complaints management process)	Nil
Number of administrative action complaints not resolved by Council (under the complaints management process)	
Number of administrative action complaints not resolved by Council that were made in the previous year	Nil

REGISTERS

Council is required to keep and make available for public inspection certain documents. These documents are available from the Council administration office and include:

- Animal Register
- Asset Register
- Cemetery Register
- Register of Building Applications
- Register of Burials
- Register of Contracts over \$200,000
- Register of Food Licences
- Register of Delegations of Authority Council to CEO
- Register of Delegations of Authority CEO to Employee or Contractor
- Register of Development Applications

- Register of Disclosures of Electoral Gifts and Loans
- Register of Cost Recovery Fees and Commercial Charges
- Register of Investments
- Register of Interests
- Register of Lands
- Register of Legal Documents
- Register of Local Laws and Subordinate Local Laws
- Register of Policies
- Register of Prequalified Suppliers
- Register of Related Parties Disclosures
- Register of Risks
- Register of Roads
- Register of Tenders Offered
- Weapons Register – Airport

INVITATIONS FOR CHANGES TO TENDERS

During the 2024/25 financial year there were no instances where tenders were invited to change their tenders.

NON-CURRENT PHYSICAL ASSETS

Council has made no resolutions in accordance with section 206(2) of the *Local Government Regulation 2012* in the 2024-2025 financial year. The following amounts for each different non-current asset below which the value of an asset of the same type will be treated as an expense (the recognition threshold) remain as:

Type of Asset	Value
Furniture and fittings	\$5,000
Plant and equipment	\$5,000
Buildings and other structures	\$10,000
Infrastructure assets	\$10,000
Land	\$1

These amounts are disclosed in Note 11(a) of the financial statements.

RATING CONCESSIONS

PENSIONER CONCESSIONS

In accordance with sections 119 and 120 of the *Local Government Regulation 2012*, Council offers a concession of 50% up to \$600 on rates and utility charges (excluding State Fire Levy) to recipients of Aged, Disability and Widows Pensions and holders of Veterans Affairs cards in accordance with Council's Pensioner Rate Concession Policy. The total value of pensioner concessions granted was \$15,040.

Council's \$600 pensioner concession is in addition to the \$200 provided by the Queensland Government.

NON-PROFIT COMMUNITY ORGANISATIONS

A concession was available for general rates to certain organisations where the land was considered to contribute to the social, cultural or sporting welfare of the community. A concession for general rates of up to 100% was available for non-profit and charitable organisation. Three (3) community groups received this concession.

WILD DOG CONTROL SPECIAL RATE

Council made a special rate 'Wild Dog Control Special Rate' of 0.0924 cents in the dollar on the unimproved capital value of all rateable land categorised as Category 11 - Rural Land \geq 100Ha and Category 12 - Rural Land - Carbon Credits, to fund the cost of one coordinated wild dog baiting program across the Quilpie Shire, including bait meat, areoplane hire, staff and Avgas.

The levy generated total revenue of \$105,410 in the 2024/25 reporting period.

Expenditure for one coordinated wild dog baiting program cost \$182,945.

Description	Cost
Pig Baiting Meat (500g)	87,000
Dog Baiting Meat (250g)	-
1080	4,650
Avgas	3,771
Coordinator Wages	3,726
Assistant Wages	1,367
Total	\$182,945

GRANTS TO COMMUNITY ORGANISATIONS

REGIONAL ARTS DEVELOPMENT FUND

The Regional Arts Development Fund (RADF) is a partnership between the Queensland Government and Council promoting the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities. RADF funding supports the development and delivery of locally driven, eligible arts and cultural projects determined by the community.

Projects and workshops held during the year include:

- Soft Furnishing
- Felt Textiles
- Pastel Painting
- Upholstery
- Silversmithing
- Western Touring Circuit Performances
- Leather Workshop

COMMUNITY ASSISTANCE GRANTS

Community assistance grants support activities which provide opportunities for residents to access and participate in a wide range of arts and culture, environmental, recreational, sporting and community activities. During the year, 24 community assistance grants (direct cash and in-kind) were provided to community organisations holding various events throughout the year, which totalled \$43,025.50.

GRANTS AND INKIND SUPPORT

Month	Activity / Event	Cash Contribution	In-kind Value	In-kind details
July	Quilpie Golf Club Outback Masters		\$4,000.00	Bus hire (1 day), 1 skip bin, 10 wheelie bins, 37 tables, 220 chairs, 1 generator, 2 grandstands, 12 witches hats, sand for Baldy top.
July	Quilpie Golf Club Open	\$2,000.00	\$1,300.00	10 wheelie bins, 1 skip bin
July	Quilpie Sporting Clays	\$1,000.00	\$3,000.00	10 tables, 40 chairs, Bain Marie, generator, skip bin, ATV, bus hire.
July	QCWA Sponsorship	\$500.00		
August	Quilpie Golf Club Open Golf Weekend		\$155.00	Bus hire and chair hire fee waiver
August	Quilpie Show		\$547.00	Portable lighting, 20 wheelie bins, skip bin, generator.
August	Quilpie Show		\$413.00	Quilpie Shire Hall & Bulloo Park hire fee waiver.
August	Kangaranga Do		\$200.00	Council Stage Float
August	Quilpie Motorbike Gymkhana and Enduro	\$2,000.00	\$2,500.00	15 wheelie bins, skip bin, 2 pop-up tents, 100 chairs, 10 tables, generator, bain marie
August	St Finbarr's P&F Sponsorship	\$500.00		
August	Eromanga Rodeo & Campdraft		\$347.00	Skip bin
August	Giving Kids Memories Charity		\$2,163.00	Bulloo Park hire fee, community sausage sizzle.
October	Care Outreach Bush Bash Christmas		\$245.00	Eromanga Hall & Bulloo Park hire fee waiver
October	Quilpie State College		\$70.00	Tablecloths hire fee waiver
October	St Finbarr's P&F		\$211.00	Generator, bain marie, tables, chairs, wheelie bins.
December	Tim Stewart Hearing and Noise at Work (Wellbeing Week Hearing Tests)		\$111.00	Bulloo Park hire fee waiver
February	Quilpie Cultural Society	\$3,000.00		
March	Eromanga Rodeo & Campdraft	\$4,300.00	\$5,000.00	Wipper snip, water and plumbing inspection, Electrical inspection.
April	Diggers Race Club	\$2,000.00		
April	Toompine Progress	\$2,000.00		
May	Toompine Polocrosse	\$3,500.00	\$600.00	Plumbing Inspection, Wheelie bins
June	St Finbarr's School		\$308.00	In-kind use of big bus @.50c p/km 2,111km
June	Quilpie Sporting Clays	\$1,000.00		
June	Milan Milosevic – Variety Bash Sponsorship	\$1,000.00		
Subtotal		\$20,800.00	\$22,225.50	
Total				\$43,025.50

DISCRETIONARY FUNDS

Quilpie Shire Council Mayor and Councillors do not have discretionary funds.

REMUNERATION – SENIOR MANAGEMENT

During the financial year Council had three (3) senior management positions:

- One (1) senior management employee with a total remuneration package in the range of \$300,000 to under \$400,000 per annum; and
- One (1) senior management employee with a total remuneration package in the range of \$200,000 to under \$300,000 per annum; and
- One (1) senior management employee with a total remuneration package in the range of \$100,000 to under \$200,000 per annum.

In accordance with section 201(1) of the *Local Government Act 2009*, the total of all remuneration packages payable to senior management in 2024/25 was \$795,645.88.

BENEFICIAL ENTERPRISES

Council did not conduct any beneficial enterprises during the 2024/25 financial year.

BUSINESS ACTIVITIES

Council did not conduct any significant business activities as defined in section 19 of the *Local Government Regulation 2012* during the 2024/25 financial year.

Council did not conduct any significant business activities during the preceding financial year.

Council is involved in a wide range of business activities that involve trading goods and services as defined by the *Local Government Act 2009*. In 2024/25 these included:

- Accommodation services;
- Administrative services such as photocopying;
- Airport maintenance;
- Building certification activities;
- Bus Hire;
- Facilities, venue and equipment hire;
- Library services including internet and computer access;
- Minor housing maintenance (state government properties);
- Plumbing services;
- Provision of museums and art gallery;
- Provision of sporting facilities;
- Road construction and contracting services;
- Visitor information services and sales;
- Waste and regulated waste management services; and
- Water and sewerage supply services.



7 FINANCIAL REPORT

COMMUNITY FINANCIAL REPORT

The Community Financial Report is a simplified version of Council's audited Financial Statements. The aim of the report is to provide an easy to read summary and analysis of Council's financial performance and position for the 2024/25 financial year; without the need to interpret the annual financial statements.

Council's financial statements are audited each year by the Queensland Audit Office. Our goal is an unmodified audit opinion which essentially means our financial statements are reliable. This year our financial statements were unmodified.

The key statements that are summarised in the Community Financial Report are:

- Statement of comprehensive income
- Statement of financial position
- Statement of changes in equity
- Statement of cash flows
- Financial sustainability ratios

The key financial highlights include:

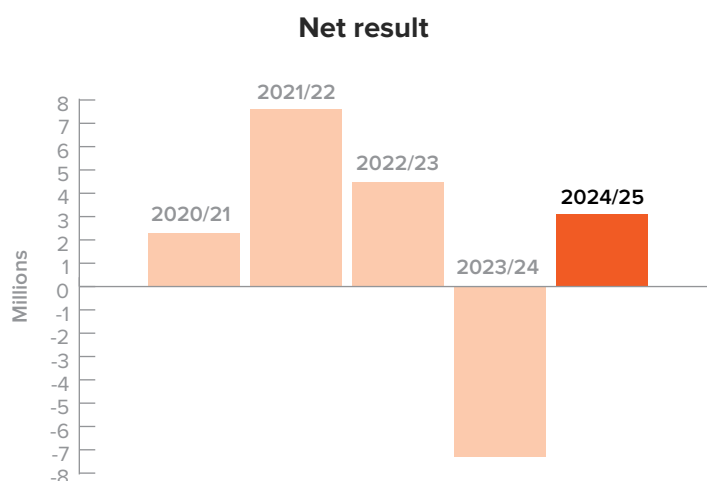
- Unmodified financial statements
- Operating result – a surplus of \$3.262 million
- Net result – a surplus of \$3.108 million
- Capital expenditure - \$10.353 million
- Cash, cash equivalents and investments (financial assets) - \$35.109 million with \$1.871 million in interest received (including investment interest revenue of \$1.315 million)

5 year financial summary	2020/21	2021/22	2022/23	2023/24	2024/25
Income - recurrent (operating) revenue and other income	31,968,736	30,223,331	37,415,370	34,096,936	37,545,490
Expenses - recurrent (operating)	33,891,592	28,478,808	34,234,223	45,019,606	34,282,631
Net operating result (operating)	- 1,922,856	1,744,523	3,181,147	- 10,922,670	3,262,859
Capital revenue - grants, subsidies, contributions and donations	4,681,165	5,945,470	1,232,333	4,136,940	3,310,188
Capital income / (expense)	- 462,858	- 108,946	56,563	- 496,328	- 3,464,158
Net result	2,295,449	7,581,047	4,470,043	- 7,282,058	3,108,889
Increase / (decrease in asset revaluation surplus	-	37,702,951	6,953,029	10,405,379	15,374,740
Total comprehensive income for the year	2,295,449	45,283,998	11,423,072	3,123,321	18,483,629
Cash and cash equivalents (financial assets)	21,196,165	31,471,535	37,356,261	17,772,637	35,109,061
Restricted cash (external restrictions)	813,923	5,166,726	6,099,777	1,749,671	12,312,324
Unrestricted cash	20,382,242	26,304,809	31,256,484	16,022,966	22,796,737
Contract assets	831,746	4,453,481	2,039,007	4,949,397	2,349,878
Contract liabilities	755,972	5,088,862	6,019,014	1,697,969	12,246,841
Capital expenditure	9,625,220	6,048,404	5,814,777	15,118,987	10,352,801
Work in progress	11,989,167	349,823	3,185,425	9,539,025	8,239,921
	%	%	%	%	%
Percentage of total income from rates, levies and charges	16%	20%	20%	22%	16%

STATEMENT OF COMPREHENSIVE INCOME

The statement of comprehensive income measures how Council performed in relation to income and expenses for the year. For 2024/25, there was a net result (surplus) of \$3.108 million (2023/24 – \$7.282 million deficit) which is the difference between total income and total expenses.

The statement of comprehensive income shows both cash transactions and non-cash transactions. For example, all rates issued are included as income even though some ratepayers have not paid at 30 June. The amount not paid would show in the statement of financial position as an amount owed to Council. In accounting terms this is referred to as accrual (rather than cash) accounting.



5 year financial summary of income and expenses

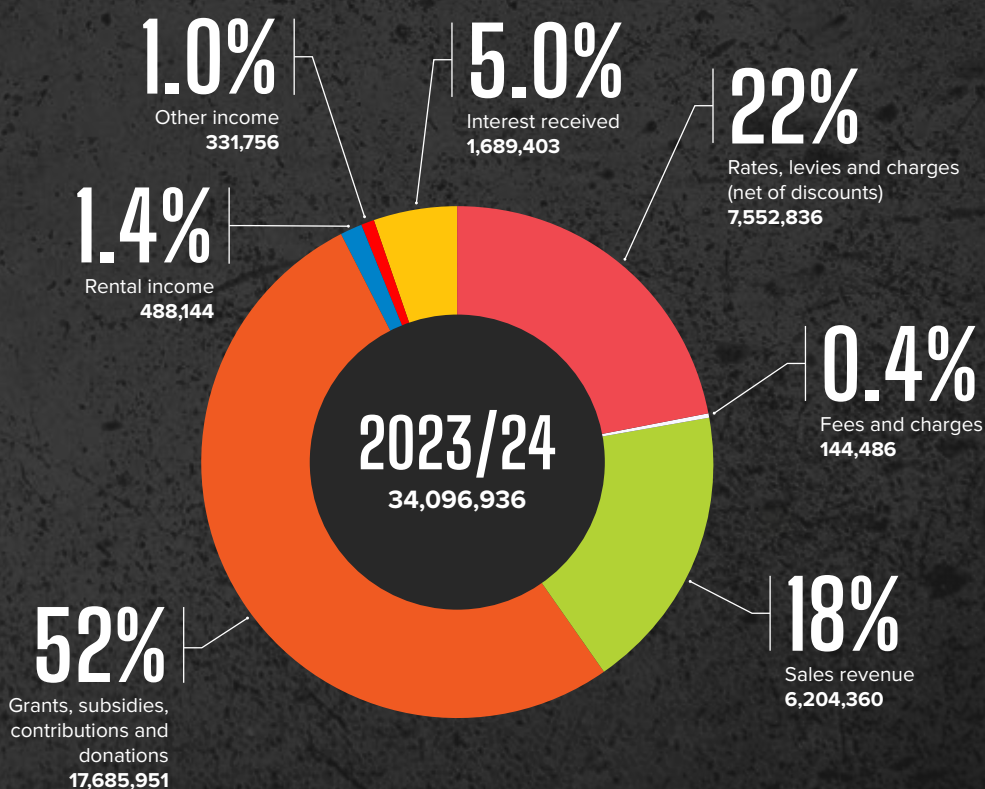
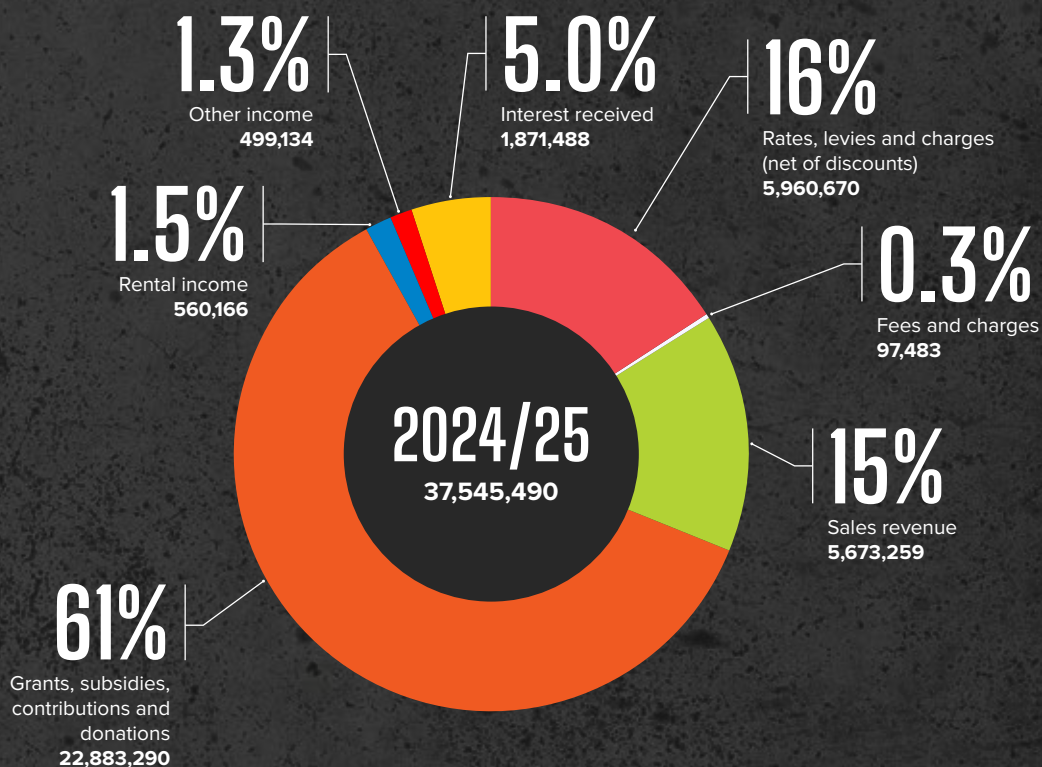
Income	2020/21	2021/22	2022/23	2023/24	2024/25
Rates, levies and charges (net of discounts)	5,236,906	6,158,621	7,486,121	7,552,836	5,960,670
Fees and charges	42,392	75,847	104,201	144,486	97,483
Sales revenue	3,095,710	5,249,425	3,602,237	6,204,360	5,673,259
Grants, subsidies, contributions and donations	23,052,662	17,953,190	24,488,043	17,685,951	22,883,290
Rental income	328,958	440,053	428,902	488,144	560,166
Other income	47,353	153,251	302,282	331,756	499,134
Interest received	164,756	192,944	1,003,584	1,689,403	1,871,488
Capital grants, subsidies, contributions and donations	4,681,165	5,945,470	1,232,333	4,136,940	3,310,188
Capital income	-	-	56,563		
Total income	36,649,901	36,168,801	38,704,266	38,233,876	40,855,678

Expenses	2020/21	2021/22	2022/23	2023/24	2024/25
Employee and councillor costs	6,052,274	6,394,276	6,498,445	7,024,356	6,815,497
Materials and services	22,304,550	16,172,577	20,695,735	26,527,755	20,120,278
Finance costs	19,447	35,681	520,572	4,767,568	33,574
Depreciation	5,515,322	5,876,274	6,519,471	6,699,927	7,313,282
Capital expenses	462,858	108,946	-	496,328	3,464,158
Total expenses	34,354,451	28,587,754	34,234,223	45,515,934	37,746,789

Net operating result	- 1,922,856	1,744,523	3,181,147	- 10,922,670	3,262,859
Net result	2,295,449	7,581,047	4,470,043	- 7,282,058	3,108,889

INCOME

Council's total income for the financial year was \$40.855 million. A breakdown of Council's 2024/25 income is shown below:



NET RATES, LEVIES AND CHARGES – \$5.960 MILLION

- General rates levied totalled \$5.414 million.
- Special rates and charges from the wild dog levy of \$105,410.
- Water charges of \$392,142.
- Sewerage charges of \$277,236.
- Waste management charges of \$419,408.
- Less discounts allowed of \$632,779 and Council pensioner remissions of \$15,040.

FEES AND CHARGES – \$97,483

This amount includes user fees and charges of \$28,633, with the balance comprising:

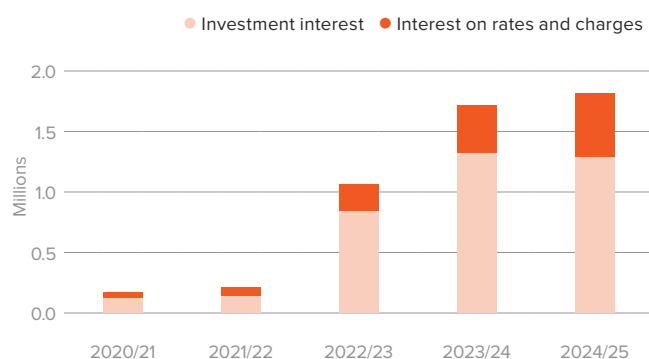
- Other fees and charges - \$8,209
- Animal registrations - \$12,471
- Licences and registrations - \$3,792
- Building and development fees - \$37,065
- Town planning fees - \$4,956
- Cemetery fees - \$2,035
- Infringements - \$322

INTEREST RECEIVED – \$1.871 MILLION

This comprises:

- Interest on investments - \$1.315 million
- Interest on outstanding rates and charges - \$0.556 million

Council actively managed its cash investments in 2024/25 to take advantage of the interest rates and maximise returns, while minimising risks within Council's investment policy investment framework.



SALES REVENUE – \$5.673 MILLION

Sales revenue accounted for a significant portion of Council income (\$6.204 million in 2023/24).

- Contract works for Department of Transport and Main Roads - \$5.138 million
- Other private works - \$0.534 million

OPERATING GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS – \$22.88 MILLION

The majority of Council's operating grants came from the Australian Government in the form of Financial Assistance Grants of \$13.847 million.

- Other grant revenue included \$8.347 million for flood restoration works.
- Other Australian Government subsidies and grants - \$479,424.
- Queensland Government subsidies and grants - \$208,694.

CAPITAL REVENUE – \$3.31 MILLION

Capital revenue varies from year to year depending on the level of grant funding secured:

- Queensland government subsidies and grants - \$1.4 million (42%)
- Australian government subsidies and grants - \$1.909 million (58%)

OPERATING EXPENSES – \$37.746

Expenses consist of materials and services, employee costs, depreciation, capital expenses and finance costs. These expenses totalled \$37.746 million this year.

Council provides a wide range of services to the community. This work is performed by Council staff and in some instances contractors. Where there are local suppliers and local contractors that provide the goods or service and value for money can be achieved, these are used so that the money flows back into the local community.

Materials and services accounted for \$20.120 million of all recurrent (operating) expenses. The costs for materials and services incorporate our payments to suppliers for the provision of services and projects to the community such as roads, parks, water, sewerage, library services, pools, airports, community halls and compliance and includes payments for purchases like bitumen materials, electricity, fuel, and other operational costs.

Employee and councillor costs of \$6.815 million included employee salaries and wages, superannuation, leave

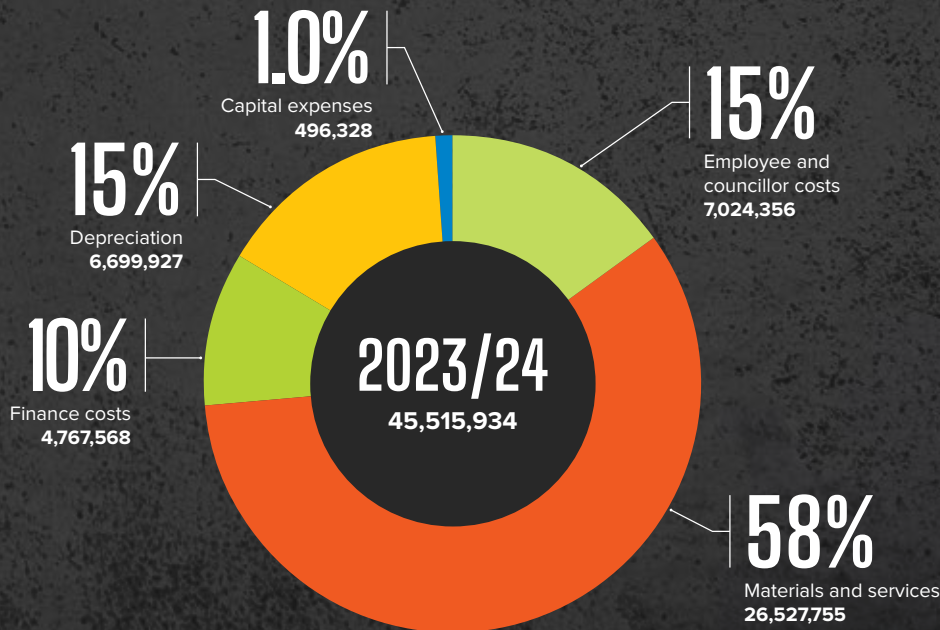
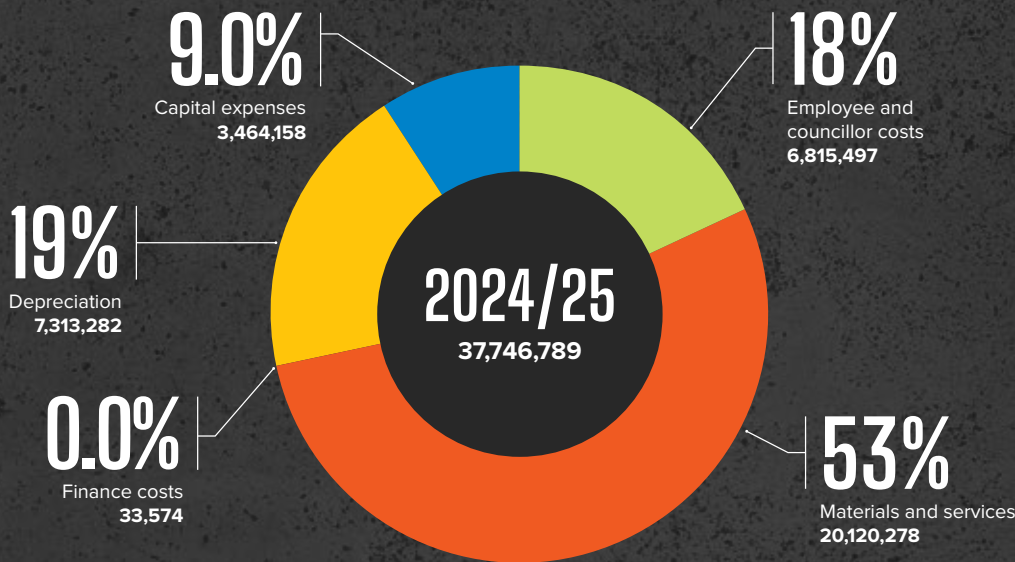
entitlements and councillors' remuneration.

Council's depreciation expense this year was \$7.313 million. Although this does not represent cash spent, it recognises the value of our assets 'consumed' during the year.

Capital expenditure of \$3.464 million was predominately the write off of assets damaged in the March 2025 flood events, including plant and equipment, buildings and other assets and road infrastructure.

EXPENSES

A breakdown of Council's 2024/25 expenses is shown below.



Operating	2020/21	2021/22	2022/23	2023/24	2024/25
Income - recurrent (operating) revenue and other income	31,968,736	30,223,331	37,415,370	34,096,936	37,545,490
Expenses - recurrent (operating)	33,891,592	28,478,808	34,234,223	45,019,606	34,282,631
Net operating result (operating)	- 1,922,856	1,744,523	3,181,147	- 10,922,670	3,262,859
Operating Surplus Ratio	-6.01%	5.77%	8.50%	-32.03%	8.69%

5 Year Depreciation Expense by Asset Class

Asset Class	2020/21	2021/22	2022/23	2023/24	2024/25
Furniture and fittings	20,348	20,172	20,000	15,717	15,031
Buildings and other structures	1,287,518	1,277,931	1,385,292	1,084,286	1,154,017
Plant and equipment	617,931	671,358	891,794	1,090,528	1,060,011
Road infrastructure	2,873,572	3,058,746	3,102,268	3,372,522	3,967,653
Sewerage	121,904	121,823	118,723	101,930	193,802
Water	239,413	254,328	258,688	275,018	232,660
Other assets	113,464	229,760	611,605	488,244	483,078
Airport assets	241,172	242,156	221,101	271,682	207,030
Total	5,515,322	5,876,274	6,519,471	6,699,927	7,313,283

STATEMENT OF CASH FLOWS

Cash and cash equivalents was \$35.109 million as at 30 June 2025.

This cash balance is sufficient to cover Council's restricted assets and commitments including unspent government grants and subsidies of \$12.246 million and \$67,483 of rates and housing rental received in advance.

The statement of cash flows is similar to your personal bank statement. If you summarised your bank statements for the year it would be your cash flow statement. Council's cash flow statement only reports on cash movements and shows:

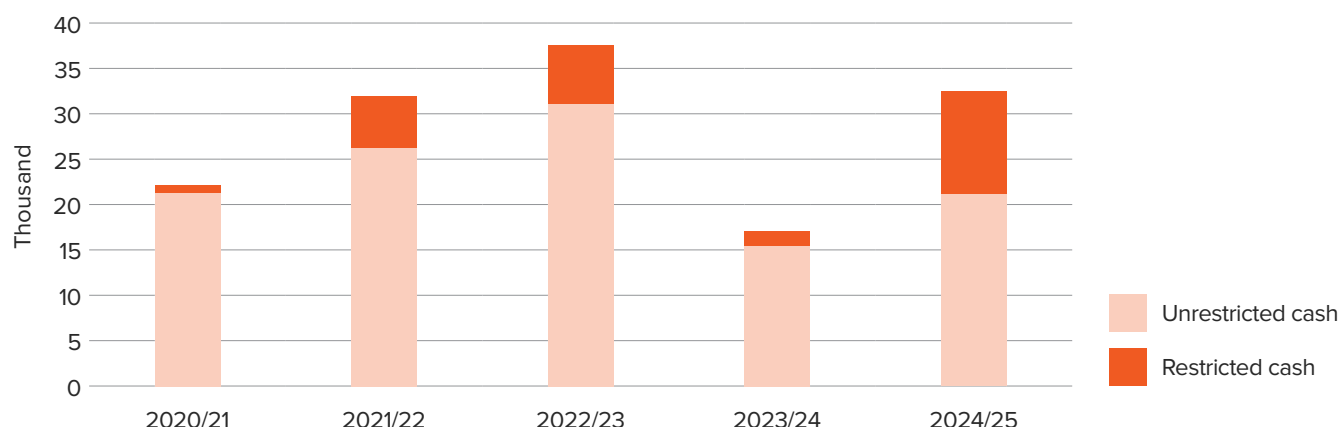
1. How much money we started the year with;
2. Where the incoming money came from;
3. Where the money was spent;
4. How much money we had left at the end of the year.

The statement of cash flows quantifies the inflows and outflows of cash for the financial year.

Cash flows for the period are separated into operating, investing and financing activities.

- Operating activities – includes all areas such as rates, fees and charges, grants, employee costs (operating), material and services, interest and administration – Net inflow of \$23.59 million.
- Investing activities - includes money Council receives and spent when buying or selling property, plant and equipment and cash invested – Net outflow of \$6.254 million.
- Financing activities – incorporates cash receipts if Council takes out new loans or cash payments if Council repays loans – Net inflow/outflow was nil because Council does not have any loans.

Cash, cash equivalents and investments balances at year end



Cash flow	2020/21	2021/22	2022/23	2023/24	2024/25
Opening cash and cash equivalents balance	23,927,799	21,196,165	31,471,535	37,356,261	17,772,637
Net cashflow from operating activities	1,697,335	9,650,803	10,324,773	-9,210,366	23,590,661
Net cashflow from investing activities	-4,428,969	624,567	-4,440,047	-10,373,258	-6,254,238
Closing cash balance	21,196,165	31,471,535	37,356,261	17,772,637	35,109,061

STATEMENT OF FINANCIAL POSITION

CURRENT ASSETS - \$40.432 MILLION

The major component of current assets was cash, cash equivalents and financial assets (investments) totalling \$35.109 million at 30 June 2025. Of these funds, \$12.2 million has external restrictions on how it is spent (i.e. specific grants, subsidies and contributions not spent) while a further \$67,483 relates to rates and housing rental received in advance.

The other component is rates and other receivables of \$2.047 million. An allowance for an expected credit loss of 7.6 million was recognised in relation to overdue rates and charges for petroleum leases.

Council also holds land held for resale and store inventory (which supplies goods internally). The current inventories held totalled \$925,579.

Contract assets (contract revenue earned but not received) was \$2.349 million.

NON-CURRENT ASSETS - \$318.636 MILLION

This figure is predominately the value of Council's land, buildings, plant and equipment, infrastructure assets and capital works in progress at 30 June 2025. Our infrastructure assets assist in delivering essential services to our community. It is extremely important to have effective management of our assets (including long term planning) to meet community needs for current and future generations. Council adopted new Asset Management Plans during the year for all asset classes.

Asset Class	Written Down Value of Property Plant & Equipment at 30 June 2025	Work in Progress at 30 June 2025
Furniture & fittings	236,780	
Buildings	56,390,918	6,682,887
Plant & equipment	8,602,552	
Road Infrastructure	206,308,675	523,193
Sewerage	8,570,005	747,716
Water	9,289,446	188,928
Land	2,494,400	
Other Assets	18,469,628	97,198
Total	\$310,362,405	\$8,239,921

Council's asset management plans contain strategies on how we will upgrade and renew our existing assets. The chart below shows what we have spent on replacing and improving our infrastructure over the past five years.

LIABILITIES – \$15.307 MILLION

Council's liabilities include amounts owed to creditors at year end (\$1.907 million), grant funds received in advance (\$12.246 million) and accrued employee leave entitlements (current - \$1.153 million and non-current \$75,469).

Council does not have any borrowings.

STATEMENT OF CHANGES IN EQUITY

Asset revaluation surplus - \$230.77 million

This amount represents an accumulation of the net increase in value of Council's non-current assets having regard to asset condition, useful life and time value of money.

Retained surplus - \$112.9 million

This amount represents Council's estimated net wealth at the end of the year.

FINANCIAL SUSTAINABILITY RATIOS

The *Local Government Regulation 2012* requires Council to report its results for the financial year against selected financial sustainability ratios.

Commencing 1 July 2024, there was an updated Financial Management (Sustainability) Guideline (the Guideline) which has been developed following consultation with Local Government stakeholders. The Guideline supersedes the Financial Management (Sustainability) Guideline 2013 and is an update to the reporting requirements which has seen an increase in the number of sustainability ratios to be reported (from 3 to 8). Other changes include different targets for different tiers of council (based on remoteness and population), and updated definitions of key inputs to the calculations. Additionally, most ratios are now reported on a 5 year average basis to provide a better understanding of council's results over time as single year results can be distorted due to timing differences of some revenue and expenses.

There are five (5) financial sustainability ratios and two (2) contextual ratios that Council must calculate each financial year to measure and monitor our progress in strengthening Council's financial sustainability.

The following table explains Council's sustainability indicators for 2024/25:

Table: Financial Sustainability Indicators for 2024/25

Local Government Measures of Financial Sustainability		2025 Actual Result	5yr Average Result	Target	Actual Within Limits	5yr Average Within Limits
Measure	Description					
Current year financial sustainability						
Operating Surplus Ratio	This measures the extent to which operating revenue raised covers operational expenses only or is available for capital funding.	8.69%	-3.02%	N/A	N/A	N/A
Operating Cash Ratio	This measures council's ability to cover its core operational expenses and generate a cash surplus.	28.17%	15.63%	Greater than 0%	Yes	Yes
Asset Sustainability Ratio	This measure shows whether infrastructure assets owned by council are being replaced as they reach the end of their useful lives.	15.68%	40.20%	Greater than 90%	No	No
Asset Consumption Ratio	This measure shows the extent to which council's infrastructure assets have been consumed compared to the cost to build a new asset with the same benefit to the community.	76.81%	78.16%	Greater than 60%	Yes	Yes
Unrestricted cash expense coverage ratio	This measure represents the number of months that council can continue operating based on current monthly expenses.	10.14	N/A	Greater than 4 months	Yes	N/A
Current year financial sustainability – contextual ratios						
Council Controlled Revenue	This measure is an indicator of council's financial flexibility, ability to influence its operating income and capacity to respond to unexpected financial shocks.	16.14%	19.23%	N/A	N/A	N/A
Population Growth	Population growth is a key driver of council's operating income, service needs and infrastructure requirements into the future.	0.85%	-1.67%	N/A	N/A	N/A

Table: 5 year Trend – Local Government Financial Sustainability Indicators

Type	Measure	2020/21	2021/22	2022/23	2023/24	2024/25	5 year average
Current year financial sustainability							
Operating Performance	Operating Surplus Ratio	-6.01%	5.77%	8.50%	-32.03%	8.69%	-3.02%
Operating Performance	Operating Cash Ratio	11.24%	25.21%	25.93%	-12.38%	28.17%	15.63%
Asset Management	Asset Sustainability Ratio	83.34%	40.44%	5.75%	55.77%	15.68%	40.20%
Asset Management	Asset Consumption Ratio	78.42%	78.09%	79.34%	78.14%	76.81%	78.16%
Liquidity	Unrestricted Cash Expense Cover Ratio	N/A	N/A	N/A	5.02	10.14	N/A
Current year financial sustainability – contextual ratios							
Financial Capacity	Council-Controlled Revenue	N/A	N/A	N/A	22.57%	16.14%	19.23%
Financial Capacity	Population Growth	N/A	N/A	N/A	0.14%	0.85%	-1.67%

QUILPIE SHIRE COUNCIL ANNUAL FINANCIAL STATEMENTS

For the year ended 30 June 2025



Quilpie Shire Council

General Purpose Financial Statements

For the year ended 30 June 2025

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Quilpie Shire Council
Statement of Comprehensive Income
For the year ended 30 June 2025

		2025	2024
	Note	\$	\$
Income			
Revenue			
Recurrent revenue			
Rates, levies and charges	3(a)	5,960,670	7,552,836
Fees and charges	3(b)	97,483	144,486
Sales revenue	3(c)	5,673,259	6,204,360
Grants, subsidies, contributions and donations	4(i)	22,883,290	17,685,951
Total recurrent revenue		34,614,702	31,587,633
Rental income	15	560,166	488,144
Other income		499,134	331,756
Interest received	5	1,871,488	1,689,403
Total operating revenue		37,545,490	34,096,936
Capital income			
Grants, subsidies, contributions and donations	4(ii)	3,310,188	4,136,940
Total capital income		3,310,188	4,136,940
Total income		40,855,678	38,233,876
Expenses			
Recurrent expenses			
Employee benefits and councillor costs	7	(6,815,497)	(7,024,356)
Materials and services	8	(20,120,278)	(26,527,755)
Finance costs	9	(33,574)	(4,767,568)
Depreciation and amortisation	13	(7,313,282)	(6,699,927)
Total expenses		(34,282,631)	(45,019,606)
Capital expenses	6	(3,464,158)	(496,328)
Total expenses		(37,746,789)	(45,515,934)
Net result		3,108,889	(7,282,058)
Net operating result		3,262,859	(10,922,670)
Other comprehensive income			
Items that will not be reclassified to net result			
Increase / (decrease) in asset revaluation surplus	18	15,374,740	10,405,379
Total comprehensive income for the year		18,483,629	3,123,321

The above statement should be read in conjunction with the accompanying notes and Accounting Policies.

Quilpie Shire Council
Statement of Financial Position
as at 30 June 2025

	Note	2025 \$	2024 \$
Current assets			
Cash and cash equivalents	10	35,109,061	17,772,637
Receivables	11	2,047,582	1,887,254
Inventories	12	925,579	830,232
Contract assets	14	2,349,878	4,949,397
Total current assets		40,432,100	25,439,520
Non-current assets			
Receivables	11	33,879	38,740
Property, plant and equipment	13	318,602,326	304,436,850
Total non-current assets		318,636,205	304,475,590
Total assets		359,068,305	329,915,110
Current liabilities			
Payables	16	1,907,688	1,720,484
Contract liabilities	14	12,246,841	1,697,969
Provisions	17	1,153,318	1,022,449
Total current liabilities		15,307,847	4,440,902
Non-current liabilities			
Provisions	17	75,469	272,848
Total non-current liabilities		75,469	272,848
Total liabilities		15,383,316	4,713,750
Net community assets		343,684,989	325,201,360
Community equity			
Asset revaluation surplus	18	230,770,860	215,396,120
Retained surplus		112,914,129	109,805,240
Total community equity		343,684,989	325,201,360

The above statement should be read in conjunction with the accompanying notes and Accounting Policies.

Quilpie Shire Council
Statement of Changes in Equity
For the year ended 30 June 2025

		Asset revaluation surplus	Retained surplus	Total
	Note	\$	\$	\$
Balance as at 1 July 2024		215,396,120	109,805,240	325,201,360
Net result		-	3,108,889	3,108,889
Other comprehensive income for the year				
Increase / (decrease) in asset revaluation surplus	18	15,374,740	-	15,374,740
Total comprehensive income for the year		15,374,740	3,108,889	18,483,629
Balance as at 30 June 2025		230,770,860	112,914,129	343,684,989
Balance as at 1 July 2023		204,990,741	117,087,298	322,078,039
Net result		-	(7,282,058)	(7,282,058)
Other comprehensive income for the year				
Increase / (decrease) in asset revaluation surplus	18	10,405,379	-	10,405,379
Total comprehensive income for the year		10,405,379	(7,282,058)	3,123,321
Balance as at 30 June 2024		215,396,120	109,805,240	325,201,360

The above statement should be read in conjunction with the accompanying notes and Accounting Policies.

Quilpie Shire Council
Statement of Cash Flows
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from customers		24,454,057	8,839,855
Payments to suppliers and employees		(26,528,990)	(37,974,102)
		(2,074,933)	(29,134,247)
Interest received		1,742,251	1,685,910
Rent received		560,166	488,144
Operating grants, subsidies and contributions		23,317,721	17,685,951
Income from investments		45,456	63,876
Net cash inflow (outflow) from operating activities	22	23,590,661	(9,210,366)
Cash flows from investing activities			
Payments for property, plant and equipment	13	(10,349,663)	(15,063,407)
Net movement in loans and advances		3,750	3,750
Proceeds from sale of property, plant and equipment	6	781,487	549,459
Capital grants, subsidies and contributions		3,310,188	4,136,940
Net cash inflow (outflow) from investing activities		(6,254,238)	(10,373,258)
Net increase/(decrease) in cash and cash equivalents held		17,336,423	(19,583,624)
Cash and cash equivalents at the beginning of the financial year		17,772,637	37,356,261
Cash and cash equivalents at end of the financial year	10	35,109,061	17,772,637

The above statement should be read in conjunction with the accompanying notes and Accounting Policies.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

1 Information about these financial statements

(a) Basis of preparation

Quilpie Shire Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2024 to 30 June 2025. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with the Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except for the revaluation of certain classes of property, plant and equipment.

(b) New and revised Accounting Standards adopted during the year

Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2024. None of the standards had a material impact on reported position, performance and cash flows.

(c) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2025. These Standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the Standard is expected to have a material impact for Council then further information has been provided in this note.

Council has assessed all the standards / interpretations currently issued which are not yet effective and have determined that there is no expected material impact on the reported financial position or performance.

(d) Estimates and judgements

Council makes a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

Revenue recognition	Note 3
Allowance for expected credit losses	Note 11
Valuation and depreciation of property, plant and equipment	Note 13
Provisions	Note 17
Contingent liabilities	Note 20

(e) Rounding and comparatives

The financial statements have been rounded to the nearest \$1. Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard.

(f) Volunteer services

Volunteer services are services received by Council from individuals or other entities without charge or for consideration significantly less than the fair value of those services. They are not recognised in the Statement of Comprehensive Income as they are not material, would not be purchased if not donated and cannot be reliably measured.

(g) Taxation

Council is exempt from income tax, however is subject to Fringe Benefits Tax and Goods and Services Tax ('GST') and payroll tax on certain activities. The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

2 Analysis of Results by Function

(a) Components of council functions

The activities relating to the Council's components reported on in Note 2(b) are as follows:

Corporate governance

The objective of corporate governance is for Council to be open, accountable, transparent and deliver value for money community outcomes. This function includes strategic and operational planning, risk management, legal and administrative support. The Mayor, Councillors and Chief Executive Officer are included in corporate governance.

Finance and information

Finance and information provides professional finance and information services across all of Council. This function includes internal audit, budget support, financial accounting, taxation and information technology services. The goal of this function is to provide accurate, timely and appropriate information to support sound decision making and meet statutory requirements.

Community services

The goal of community services is to ensure Quilpie Shire is a healthy, vibrant, contemporary and connected community. Community services provides well managed and maintained community facilities, and ensures the effective delivery of cultural, health, welfare, environmental and recreational services. This function includes:

- Libraries
- Entertainment venues
- Public health services
- Sporting venues
- Planning and development

Environmental health services

The objective of Environmental Health Services is to ensure that the community's environment is protected and maintained to acceptable levels.

Engineering and works

The objective of the engineering and works program is to ensure the community is serviced by a high quality, appropriate and effective road network. The function provides and maintains transport infrastructure, including the maintenance and provision of the drainage network.

Waste management

The objective of this function is to protect and support the community and natural environment by sustainably managing refuse. The function provides refuse collection and disposal services.

Water infrastructure

The objective of this program is to support a healthy, safe community through sustainable water services. This function includes all activities relating to water reticulation, treatment and plumbing.

Sewerage infrastructure

This function's objective is to protect and support the health of the community by sustainably managing sewerage infrastructure.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

- 2 Analysis of results by function
b) Income and expenses defined between recurring and capital are attributed to the following functions:

Year ended 30 June 2025

Functions	Gross program income					Total income	Gross program expenses		Total expenses	Net result from recurrent operations	Net result	Assets
	Recurrent		Capital				Recurrent	Capital				
	Grants	Other	Grants	Other								
	\$	\$	\$	\$								
Corporate governance	158,216	(93,033)	-	-	65,183	2,279,310	-	2,279,310	(2,214,127)	(2,214,127)	83,627	
Finance and information	13,847,529	6,939,312	-	-	20,786,841	2,039,327	(5,188)	2,034,139	18,747,514	18,752,702	112,088,979	
Community services	340,269	1,088,345	1,627,564	-	3,056,178	7,554,259	-	7,554,259	(6,125,645)	(4,498,081)	18,549,070	
Environmental health services	-	141,355	-	-	141,355	850,986	-	850,986	(709,631)	(709,631)	-	
Engineering and works	8,537,276	5,583,608	1,490,133	-	15,611,017	19,569,689	3,469,346	23,039,035	(5,448,805)	(7,428,018)	213,187,074	
Waste management	-	389,755	-	-	389,755	491,742	-	491,742	(101,987)	(101,987)	1,642,860	
Water infrastructure	-	356,258	72,505	-	428,763	1,067,975	-	1,067,975	(711,717)	(639,212)	9,478,375	
Sewerage infrastructure	-	256,600	119,986	-	376,586	429,343	-	429,343	(172,743)	(52,757)	9,317,721	
TOTAL	22,883,290	14,662,200	3,310,188	-	40,855,678	34,282,631	3,464,158	37,746,789	3,262,859	3,108,889	364,347,706	

Year ended 30 June 2024

Functions	Gross program income					Total income	Gross program expenses		Total expenses	Net result from recurrent operations	Net result	Assets
	Recurrent		Capital									
	Grants	Other	Grants	Other								
	\$	\$	\$	\$	\$							
Corporate governance	955,451	86,410	-	-	1,041,861	2,818,657	-	2,818,657	(1,776,796)	(1,776,795)	97,564	
Finance and information	296,075	8,351,633	-	-	8,647,708	5,632,806	(4,291)	5,628,515	3,014,902	3,019,193	82,968,382	
Community services	380,130	1,025,279	2,456,092	-	3,861,501	6,759,330	-	6,759,330	(5,353,921)	(2,897,830)	17,794,831	
Environmental health services	12,214	194,308	-	-	206,522	823,146	-	823,146	(616,624)	(616,624)	-	
Engineering and works	16,042,081	5,857,532	943,397	-	22,843,010	27,511,324	500,619	28,011,943	(5,611,711)	(5,168,933)	210,012,884	
Waste management	-	352,334	-	-	352,334	431,450	-	431,450	(79,116)	(79,116)	467,403	
Water infrastructure	-	316,241	617,465	-	933,706	701,056	-	701,056	(384,815)	232,650	9,281,858	
Sewerage infrastructure	-	227,248	119,986	-	347,234	341,837	-	341,837	(114,589)	5,397	9,225,658	
TOTAL	17,685,951	16,410,985	4,136,940	-	38,233,876	45,019,606	496,328	45,515,934	(10,922,670)	(7,282,058)	329,848,580	

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

3 Revenue

(a) Rates, levies and charges

Rates, levies and charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

	Note	2025 \$	2024 \$
General rates		5,414,293	7,095,741
Water		392,142	349,620
Sewerage		277,236	247,534
Waste management		419,408	378,489
Special rates and charges		105,410	94,901
Total rates and utility charge revenue		6,608,489	8,166,285
Less: discounts		(632,779)	(600,777)
Less: pensioner remissions		(15,040)	(12,672)
		<u>5,960,670</u>	<u>7,552,836</u>

(b) Fees and charges

Revenue arising from fees and charges are recognised at the point in time when the performance obligation is completed and the customer received the benefit of the services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather the term of the licence. Revenue from infringements is recognised on issue of infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables.

User fees and charges	28,633	93,572
Other fees and charges	8,209	7,576
Animal registrations	12,471	16,272
Building and development fees	37,065	14,264
Licences and registrations	3,792	4,066
Town planning fees	4,956	4,387
Cemetery fees	2,035	4,349
Infringements	322	-
Total fees and charges	<u>97,483</u>	<u>144,486</u>

(c) Sales revenue

Sale of goods revenue is recognised at the point in time that the customer obtains control of the goods, generally at delivery. Revenue from services is recognised when the service is rendered.

Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed. The contract work carried out is not subject to retentions.

Rendering of services

Contract works for Department of Transport and Main Roads	5,138,740	5,264,547
Other private works	534,519	939,813
	<u>5,673,259</u>	<u>6,204,360</u>

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

4 Grants, subsidies, contributions and donations

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

Performance obligations vary based on each agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, revenue is recognised using either costs or time incurred.

Grant income under AASB 1058

Where Council receives an asset for significantly below fair value, the asset is recognised at fair value, related liability (or equity items) are recorded and income then is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Where Council receives funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred.

Donations and contributions

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by Council. Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

	Note	2025	2024
		\$	\$
(i) Operating			
General purpose grants		13,847,529	298,875
State government subsidies and grants		479,424	1,270,310
Commonwealth government subsidies and grants		208,694	1,090,848
Flood damage restoration grants		8,347,642	15,025,418
Contributions		-	500
		<u>22,883,290</u>	<u>17,685,951</u>

(ii) Capital

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and / or investment in new assets.

State government subsidies and grants	1,400,402	2,089,076
Commonwealth government subsidies and grants	1,909,786	2,047,864
	<u>3,310,188</u>	<u>4,136,940</u>

(iii) Timing of revenue recognition for grants, subsidies, contributions and donations

	2025	2025	2024	2024
	Revenue	Revenue	Revenue	Revenue
	recognised at	Recognised	recognised at	recognised
	a Point in	Over Time	a point in	over time
	Time		time	
	\$	\$	\$	\$
Grants and subsidies	15,926,696	10,266,782	2,811,319	19,011,072
Contributions	-	-	500	-
	<u>15,926,696</u>	<u>10,266,782</u>	<u>2,811,819</u>	<u>19,011,072</u>

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
5 Interest received			
Interest received from term deposits		1,315,361	1,322,870
Interest received from overdue rates and utility charges		556,127	366,533
		<u>1,871,488</u>	<u>1,689,403</u>
6 Capital income / expenses			
Gain / loss on disposal of non-current assets			
Proceeds from the disposal of property, plant and equipment		744,501	543,168
Less: carrying value of disposed property, plant and equipment	13	(730,455)	(1,043,787)
Less: write off of assets	13	(3,483,392)	-
		<u>(3,469,346)</u>	<u>(500,619)</u>
Proceeds from sale of land and improvements		36,988	6,291
Less: carrying value of disposed land and improvements	13	(31,800)	(2,000)
		<u>5,188</u>	<u>4,291</u>
		<u>(3,464,158)</u>	<u>(496,328)</u>
7 Employee benefits			
Staff wages and salaries		4,965,302	5,076,878
Councillors' remuneration		367,351	353,232
Annual, sick and long service leave entitlements		894,139	928,359
Superannuation	21	652,512	662,484
		<u>6,879,304</u>	<u>7,020,953</u>
Other employee related expenses		296,735	377,680
		<u>7,176,039</u>	<u>7,398,633</u>
Less: capitalised employee expenses		(360,542)	(374,277)
		<u>6,815,497</u>	<u>7,024,356</u>

Councillor remuneration represents salary and other allowances paid in respect of carrying out their duties.

	2025 Number	2024 Number
Total Council employees at the reporting date:		
Elected members	5	5
Administration staff	20	22
Depot and outdoors staff	39	46
Total full time equivalent employees	<u>64</u>	<u>73</u>

	Note	2025 \$	2024 \$
8 Materials and services			
Administration supplies and consumables		1,662,467	1,059,462
Audit fees*		107,615	104,685
Communications and IT		309,449	279,051
Community and recreational services		2,775,306	2,615,061
Consultants / contractors		3,208	-
Rental operating expenses		622,646	461,147
Recoverable works		10,810,424	18,747,648
Road repair and reinstatement		1,767,133	1,673,705
Rural services		738,024	683,366
Sewerage treatment		165,140	180,571
Town planning		121,323	61,593
Waste management		365,661	317,045
Water supply		671,881	344,421
		<u>20,120,278</u>	<u>26,527,755</u>

*Total audit fees quoted by the Queensland Audit Office relating to the 2024-25 financial statements are \$113,000 (2024:\$106,500).

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
9 Finance costs			
Bank charges		29,313	25,824
Impairment of receivables		4,261	4,741,744
		<u>33,574</u>	<u>4,767,568</u>
10 Cash and cash equivalents			
Cash at bank and on hand		1,911,129	7,601,184
Deposits at call		12,197,931	5,171,453
Term deposits		21,000,000	5,000,000
		<u>35,109,061</u>	<u>17,772,637</u>

Council is exposed to credit risk through its investments in the QTC Cash Fund and QTC Working Capital Facility. The QTC Cash Fund is an asset management portfolio investing in a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", the likelihood of the counterparty not having capacity to meet its financial commitments is low.

Unrestricted cash

Cash and cash equivalents	35,109,061	17,772,637
Less: externally imposed restrictions on cash	<u>(12,314,324)</u>	<u>(1,749,671)</u>
Unrestricted cash	<u>22,794,737</u>	<u>16,022,966</u>

Council's cash and equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use. These include:

External imposed expenditure restrictions at the reporting date relate to the following cash assets:

Unspent government grants and subsidies	12,246,841	1,696,969
Rates and housing rental received in advance	67,483	52,702
Total externally imposed restrictions on cash assets	<u>12,314,324</u>	<u>1,749,671</u>

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages). The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

Trust funds held for outside parties

Monies collected or held on behalf of other entities yet to be paid out	302,278	37,472
Security deposits	426	42,937
	<u>302,704</u>	<u>80,409</u>

There was no funds belonging to Council held in the trust funds of third parties.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

11 Receivables

Settlement of receivables is required within 30 days after the invoice is issued.

Terms for loans and advances are usually a maximum of five years with interest charged at non-commercial rates. Security is not normally obtained.

Receivables are measured at amortised cost which approximates fair value at reporting date.

	Note	2025 \$	2024 \$
Current			
Rateable revenue and utility charges		8,434,959	5,727,231
Other debtors		724,766	411,626
GST receivable		233,655	66,531
Accrued revenue		281,470	909,145
Less: loss allowance		(7,627,268)	(5,227,279)
		<u>2,047,582</u>	<u>1,887,254</u>
Non-current			
Loans and advances to community organisations		33,879	38,740
		<u>33,879</u>	<u>38,740</u>

Council applies normal business credit protection procedures prior to providing goods or services to minimise credit risk.

There is a geographical concentration of risk in the Council's jurisdiction, and since the area is largely agricultural and gas extraction, there is also a business concentration in those sectors.

The Council does not require collateral in respect of trade and other receivables.

	Note	2025 \$	2024 \$
Movement in accumulated impairment losses is as follows:			
Opening Balance at 1 July		5,227,279	485,535
Add: increase / (decrease) in the allowance for expected credit loss		2,401,871	4,741,744
Less: impaired receivable written-off during year		(1,883)	-
Closing balance at 30 June		<u>7,627,267</u>	<u>5,227,279</u>

Council does not require collateral in respect of trade and other receivables.

Accounting Policy - Grouping

When Council has no reasonable expectation of recovering an amount owed by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Council has identified 4 distinctive groupings of its receivables: Rates & Charges, Statutory Charges, Grants, Other Debtors and relevant judgements in relation to expected credit loss has been made for each group.

Council distinguishes between disputed invoices and impaired debts. If a customer is disputing the validity of an invoice, Council assesses whether the invoice was correctly raised. If the receivable was incorrectly raised, this is not an impairment, the amount is reversed against the original revenue account, rather than through impairment. If Council believes the invoice is correct, the receivable is included in the impairment calculations.

Rates and Charges: Council is empowered under the provision of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

Rates and Charges - Petroleum Leases: Petroleum leases are granted for the right to explore, test for production and produce petroleum. As the tenure of these properties is leasehold, Council is unable to sell the property to recover outstanding rates debt. Council assessed the outstanding balance of the rates and charges - petroleum leases was owed by one customer and ascertained the probability of recovering the amounts based on individual circumstances which affected the amount of the expected loss.

Statutory charges: In some limited circumstances Council may write off impaired statutory charges, on this basis Council calculated the expected credit loss for Statutory Charges (non-rates and utility charges). Although not material, disclosure is being made for the purposes of public interest and transparency.

Grants: payable by State and Commonwealth governments and their agencies. A credit enhancement exists as these payments are effectively government guaranteed and both the State and Commonwealth governments have high credit ratings, accordingly Council determines the level of credit risk exposure to be immaterial and therefore does not record an expected credit loss for these counterparties.

Other Debtors: Council identifies other debtors as receivables which are not rates and charges, statutory charges or grants. Council has applied the simplified approach for trade receivables and the loss allowance is measured at an amount equal to lifetime expected credit losses.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

11 Receivables continued

The exposure to credit risk for receivables by type of counterparty was as follows:

	2025	2024
	\$	\$
Rates and utility charges	822,418	507,652
Rates and utility charges - petroleum leases	7,612,541	5,219,579
State Government	402,151	993,657
Other debtors	50,228	327,114
Community organisations	-	38,740
	<u>8,887,338</u>	<u>7,086,742</u>

Movement in accumulated impairment losses is as follows:

	Other Debtors	Rates and Utility Charges	Rates and Utility Charges - Petroleum Leases
	\$	\$	\$
2025			
Opening balance at 1 July	4,968	7,380	5,214,931
Less: Debts written off during the year	(930)	(953)	-
Additional impairments recognised	1,080	7,219	2,397,610
Less: Impairments reversed	(4,038)	-	-
Closing balance at 30 June	<u>1,080</u>	<u>13,646</u>	<u>7,612,541</u>
2024			
Opening balance at 1 July	4,648	-	480,887
Less: Debts written off during the year	-	-	-
Additional impairments recognised	320	7,380	4,734,044
Less: Impairments reversed	-	-	-
Closing balance at 30 June	<u>4,968</u>	<u>7,380</u>	<u>5,214,931</u>

12 Inventories

Stores and raw materials are valued at the lower of cost and net realisable value and include, where applicable, direct material, direct labour and an appropriate portion of variable and fixed overheads. Costs are assigned on the basis of weighted average cost except for land where the costs are allocated to the relevant parcel.

Land acquired by Council with the intention of reselling it (with or without further development) is classified as inventory. This land is valued at the lower of cost or net realisable value. Proceeds from the sale of this land will be recognised as sales revenue on the signing of a valid unconditional contract of sale.

Note	2025	2024
	\$	\$
Inventories held for consumption	841,952	732,668
Land held for development and sale	<u>83,627</u>	<u>97,564</u>
	<u>925,579</u>	<u>830,232</u>

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment

30-Jun-25

Basis of measurement
Fair value category

Asset values

Opening gross value as at 1 July 2024

Additions

Disposals

Writeoffs

Revaluation adjustment to asset revaluation

Transfers between classes

Closing gross value as at 30 June 2025

Accumulated depreciation and impairment

Opening balance as at 1 July 2024

Depreciation expense

Depreciation on disposals

Depreciation on writeoffs

Revaluation adjustment to asset revaluation

Transfers between classes

Accumulated depreciation as at 30 June 2025

Total written down value as at 30 June 2025

Range of estimated useful lives in years

Work in progress

Opening balance 1 July 2024

Transfers between classes

Expenditure in year

Brought forward balance expensed

Transferred to asset register

Closing work in progress balance at 30 June 2025

Total property, plant and equipment

Additions comprise:

Renewals

Other additions

Total additions

Note

Furniture and fittings	Buildings and other structures	Plant and equipment	Road infrastructure	Sewerage	Water	Land	Other assets	Airport assets	TOTAL
Cost	Fair Value Levels 2 & 3	Cost	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Levels 2 & 3	Fair Value Level 3	Fair Value Level 3	
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
489,537	72,162,760	13,008,907	227,132,141	11,777,993	14,900,021	1,936,197	22,669,799	14,441,549	378,518,904
-	5,991,084	1,858,193	3,454,790	-	29,375	-	315,326	-	11,648,768
-	(501,241)	(611,360)	-	-	-	(31,800)	-	-	(1,144,401)
(127,109)	-	(1,201,734)	(2,548,581)	-	-	-	-	-	(3,877,424)
-	7,028,462	-	7,804,128	276,784	347,170	590,003	3,401,556	648,052	20,096,155
-	(1,388,082)	-	15,982,126	-	-	-	495,557	(15,089,601)	-
362,428	83,292,983	13,054,006	251,824,604	12,054,777	15,276,566	2,494,400	26,882,238	-	405,242,002

221,436	23,902,708	4,012,887	36,716,932	3,210,612	5,618,163	-	7,542,166	2,396,174	83,621,078
15,031	1,154,017	1,060,011	3,967,653	193,802	232,660	-	483,078	207,030	7,313,282
-	(43,915)	(338,231)	-	-	-	-	-	-	(382,146)
(110,819)	-	(283,213)	-	-	-	-	-	-	(394,032)
-	2,708,680	-	1,424,881	80,357	136,297	-	189,715	181,485	4,721,415
-	(819,425)	-	3,406,463	-	-	-	197,651	(2,784,689)	-
125,649	26,902,065	4,451,454	45,515,929	3,484,771	5,987,120	-	8,412,610	-	94,879,598

236,780	56,390,918	8,602,552	206,308,675	8,570,005	9,289,446	2,494,400	18,469,628	-	310,362,405
2 - 20	10 - 75	2 - 20	5 - Unlimited	20 - 100	25 - 110	Not depreciated	2 - 50	5 - Unlimited	

-	8,044,027	-	397,247	658,277	-	-	439,475	-	9,539,025
-	122,521	-	245,697	-	-	-	(368,218)	-	-
-	4,507,423	1,858,193	3,335,039	89,439	218,303	-	344,404	-	10,352,801
-	-	-	-	-	-	-	(3,137)	-	(3,137)
-	(5,991,084)	(1,858,193)	(3,454,790)	-	(29,375)	-	(315,326)	-	(11,648,768)
-	6,682,887	-	523,193	747,716	188,928	-	97,198	-	8,239,921

236,780	63,073,805	8,602,552	206,831,868	9,317,721	9,478,374	2,494,400	18,566,826	-	318,602,326
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\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
-	-	1,415,236	906,153	-	29,375	-	42,859	-	2,393,623
-	5,991,084	442,957	2,548,637	-	-	-	272,467	-	9,255,145
-	5,991,084	1,858,193	3,454,790	-	29,375	-	315,326	-	11,648,768

Quilpie Shire Council

**Notes to the financial statements
For the year ended 30 June 2025**

13 Property, plant and equipment

30-Jun-24

Basis of measurement
Fair value category

Asset values

Opening gross value as at 1 July 2023

Additions

Disposals

Revaluation adjustment to asset revaluation

Transfers between classes

Closing gross value as at 30 June 2024

Accumulated depreciation and impairment

Opening balance as at 1 July 2023

Depreciation expense

Depreciation on disposals

Revaluation adjustment to asset revaluation

Transfers between classes

Accumulated depreciation as at 30 June 2024

Total written down value as at 30 June 2024

Range of estimated useful lives in years

Work in progress

Opening balance 1 July 2023

Transfers between classes

Expenditure in year

Brought forward balance expensed

Transferred to asset register

Closing work in progress balance at 30 June 2024

Total property, plant and equipment

Additions comprise:

Renewals

Other additions

Total additions

Note	Furniture and fittings	Buildings and other structures	Plant and equipment	Road infrastructure	Sewerage	Water	Land	Other assets	Airport assets	TOTAL
	Cost	Fair Value Levels 2 & 3	Cost	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Levels 2 & 3	Fair Value Level 3	Fair Value Level 3	\$
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	489,537	66,304,594	13,823,913	216,478,195	11,315,197	13,005,535	1,938,197	21,846,317	13,924,713	359,126,198
	-	3,245,765	1,870,469	2,244,019	-	1,349,554	-	-	-	8,709,807
6	-	-	(2,685,475)	-	-	-	(2,000)	(32,478)	-	(2,719,953)
18	-	2,612,401	-	8,409,927	462,796	544,932	-	855,960	516,836	13,402,852
	-	-	-	-	-	-	-	-	-	-
	489,537	72,162,760	13,008,907	227,132,141	11,777,993	14,900,021	1,936,197	22,669,799	14,441,549	378,518,904

205,720	21,912,556	4,564,047	31,971,985	2,982,527	5,117,281	-	6,801,368	2,042,361	75,597,845
15,717	1,084,286	1,090,528	3,372,522	101,930	275,018	-	488,244	271,682	6,699,927
-	-	(1,641,687)	-	-	-	-	(32,478)	-	(1,674,165)
-	905,866	-	1,372,425	126,155	225,864	-	285,032	82,131	2,997,473
-	-	-	-	-	-	-	-	-	-
221,437	23,902,708	4,012,887	36,716,932	3,210,612	5,618,163	-	7,542,166	2,396,174	83,621,079

268,100	48,260,052	8,996,020	190,415,209	8,567,381	9,281,858	1,936,197	15,127,633	12,045,375	294,897,825
2 - 20	10 - 75	2 - 20	5 - Unlimited	20 - 100	25 - 110	Not depreciated	2 - 50	5 - Unlimited	

-	2,426,498	49,481	299,292	38,499	238,640	-	133,015	-	3,185,425
-	111,872	23,544	-	-	-	-	(135,416)	-	-
-	8,805,996	1,797,444	2,341,974	619,778	1,110,914	-	442,882	-	15,118,987
-	(54,574)	-	-	-	-	-	(1,006)	-	(55,580)
-	(3,245,765)	(1,870,469)	(2,244,019)	-	(1,349,554)	-	-	-	(8,709,807)
-	8,044,027	-	397,247	658,277	-	-	439,475	-	9,539,025

268,100	56,304,079	8,996,020	190,812,456	9,225,658	9,281,858	1,936,197	15,567,108	12,045,375	304,436,850
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\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
-	263,861	1,761,194	1,506,227	-	1,349,554	-	-	-	4,880,836
-	2,981,904	109,275	737,792	-	-	-	-	-	3,828,971
-	3,245,765	1,870,469	2,244,019	-	1,349,554	-	-	-	8,709,807

13 Property, plant and equipment continued

(ii) Valuation techniques used to derive fair values

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Land (Level 2 and Level 3)	Market value	30-Jun-25	Australis Asset Advisory Group	Level 2 - Sales prices of comparable land in its close proximity are adjusted for key attributes such as property size. The most significant input into this valuation approach is price per square metre. Level 3 - Current zoning rules. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. The most significant inputs into this valuation approach is price per square metre.		Nil
Buildings and Other Structures (Levels 2 and 3)	Market value and current replacement costs	30-Jun-25	Australis Asset Advisory Group	Market Value: Sales prices per square metre (database of recent sales) of comparable properties, adjusted for differences in key attributes such as condition) Current Replacement Cost: Unit rates based on square metres using market evidence. Other inputs are estimates of useful life, pattern of consumption and asset condition.		Nil
Other Assets (Level 3)	Market value and current replacement costs	30-Jun-25	Australis Asset Advisory Group	Current Replacement Cost: Unit rates based on square metres using market evidence. Other inputs are estimates of useful life, pattern of consumption and asset condition.		Nil
Roads, Drainage and Bridge Networks (Level 3)	Current replacement costs	30-Jun-23	Shepherd Services	Existing supply contract rates for raw materials appropriate for the asset based on age, size location and condition Labour rates based on Council's Certified Agreement Average cost of outsourced projects Remaining life of assets including existing conditions	A desktop valuation was performed by Shepherd Services with an index of 3.89% applied.	Nil
Airport Assets (Level 3)	Current replacement costs	30-Jun-23	Shepherd Services	Existing supply contract rates for raw materials appropriate for the asset based on age, size location and condition Labour rates based on Council's Certified Agreement Average cost of outsourced projects Remaining life of assets including existing conditions	A desktop valuation was performed by Shepherd Services with an index of 3.89% applied to airport runway infrastructure.	Nil
Water and Sewerage Assets (Level 3)	Current replacement costs	30-Jun-23	Australis Asset Advisory Group	Development, soil and depth factors taking into account current condition Gross replacement cost per m2 based on appropriate materials, remaining useful lives and physical obsolescence.	A desktop valuation was performed by Australis Asset Advisory Group for water assets with an index of 2.33% applied and sewerage assets with an index of 2.35% applied.	Nil

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment continued

(a) Recognition

The asset capitalisation threshold for Council is:

- Land	\$1
- Plant and equipment	\$5,000
- Infrastructure assets	\$10,000

Land under roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by the Queensland State Government and not recognised in the Council financial statements.

(b) Measurement

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

(c) Depreciation

Land is not depreciated as it has an unlimited useful life. Depreciation on other property, plant and equipment assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets. Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use.

Where assets have separately significant identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

Key judgements and estimates

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical or physical obsolescence that may change the utility of infrastructure assets.

(d) Impairment

An impairment loss is recognised as an expense in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation surplus increase.

During the year, a severe weather event occurred during November 2024 and a second larger event in March 2025 which caused significant damage to Council's road network. Council performed a detailed assessment of the road network in assessing its funding claim under the Queensland Disaster Recovery Funding Arrangements. This assessment included an examination of the road network condition. It also included quantification of planned repair work and an estimate of the capital component or loss in service potential of the road network from the weather event.

Council's assessment indicates that the majority of the work to be performed is operational and repair work in nature. This includes repair of road surfaces, pot holes, grading and other remedial works that are considered to be expenditure items. However, there was damage to certain road network components that would be capital in nature to reconstruct. These works were considered material and an impairment loss of \$2,548,581 was recognised as a capital expense.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

13 Property, plant and equipment continued

(e) Valuation

(i) Valuation

Council compares the carrying amount of its property, plant and equipment on an annual basis to current fair value and makes adjustment where these are materially different. Every 3-5 years, Council performs a full comprehensive revaluation by engaging an externally professionally qualified valuer.

In the intervening years, Council undertakes:

- a management valuation using internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets and an appropriate cost index for the region.
- a desktop valuation for land and improvements, buildings and major asset classes which involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

Further details in relation to valuers, the methods of valuation and key assumptions used are disclosed in Note 13 (ii).

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Fair values are classified into three levels as follow:

Level 1 - Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 - Fair value based on Inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability

Level 3 - Fair value based on unobservable inputs for the asset or liability.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable the asset is included in level 2. If one or more of the significant inputs is not based on observable market data the asset is included in level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

The tables presents the Council's assets and liabilities measured and recognised at fair value as at 30 June 2025.

	Level 2	Level 3	TOTAL
Recurring Fair Value Measurements 2025			
Land	783,900	1,710,500	2,494,400
Buildings and other structures	3,076,500	53,314,420	56,390,920
Other Assets	-	18,469,628	18,469,628
Road infrastructure	-	206,308,675	206,308,675
Water	-	9,289,444	9,289,444
Sewerage	-	8,570,006	8,570,006
Airports	-	-	-

Transfers between asset classes totalled \$16.47 million for the year.

	Level 2	Level 3	TOTAL
Recurring Fair Value Measurements 2024			
Land	502,200	1,433,997	1,936,197
Buildings and other structures	3,714,853	44,545,201	48,260,054
Other Assets	-	15,127,633	15,127,633
Road infrastructure	-	190,415,209	190,415,209
Water	-	9,281,858	9,281,858
Sewerage	-	8,567,318	8,567,318
Airports	-	12,045,375	12,045,375

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

14 Contract balances

	Note	2025	2024
		\$	\$
a Contract assets			
Contracts with customers		-	388,852
Contracts to construct Council's own assets		2,349,878	4,560,545
		<u>2,349,878</u>	<u>4,949,397</u>
The contract assets have been prepared on the basis that they are all current.			
b Contract liabilities			
Funds to construct Council controlled assets		12,246,841	1,696,969
Non capital performance obligations not yet satisfied		-	1,000
		<u>12,246,841</u>	<u>1,697,969</u>
Revenue recognised that was included in the contract liability balance at the beginning of the year			
Funds received upfront to construct Council controlled assets		1,696,969	6,019,014
		<u>1,696,969</u>	<u>6,019,014</u>

Satisfaction of contract liabilities

The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next year.

c Significant changes in contract balances

The increase in contract liability balances is Disaster Recovery Funding Arrangements (DRFA) funding received in the 2024/25 financial year, with the works due to be completed during the 2025/26 financial year.

15 Leases

Council as a lessee

Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.

Any right of-use asset is measured using the cost model and is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with Accounting Standard requirements.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Terms and conditions of leases

Building: Council leases one building which is used as a youth activity centre. The lease was for two years and contained a two year renewal option which has expired. The lease is now on a periodic arrangement on the same terms.

Equipment: Council leases a number of equipment assets that are considered low value and short term leases and are therefore not subject to lease accounting.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

15 Leases continued

Council as a lessor

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease. If the lease contains lease and non lease components the non-lease components are accounted for in accordance with *AASB 15 Revenue from Contracts with Customers*. The lease income is recognised on a straight-line basis over the lease term.

Leases at significantly below market value - concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and building which are used for a youth activity centre. The leases are generally between 2 and 50 years and require payments between \$0 and \$10,000 per annum. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases. Council does not believe that any of the leases in place are individually material.

16 Payables

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.

	Note	2025 \$	2024 \$
Current			
Creditors		374,055	541,397
Prepaid rates		67,483	52,702
Accrued expenses		1,450,859	989,017
Accrued wages and salaries		15,291	137,368
		<u>1,907,688</u>	<u>1,720,484</u>

17 Provisions

Long Service Leave

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The provision is discounted using the Commonwealth Bond yield rates.

Current

Annual leave	476,942	487,605
Long service leave	676,376	534,844
	<u>1,153,318</u>	<u>1,022,449</u>

Non-current

Long service leave	75,469	272,848
	<u>75,469</u>	<u>272,848</u>

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

18 Asset revaluation surplus

The asset revaluation surplus comprises revaluation movements on property, plant and equipment.

	Note	2025 \$	2024 \$
Movements in the asset revaluation surplus were as follows:			
Balance at beginning of financial year		215,396,120	204,990,741
Net adjustment to non-current assets at end of period to reflect a change in current fair value:	13		
Land		590,003	-
Buildings and other structures		4,319,784	1,706,535
Other assets		3,211,841	570,928
Road infrastructure		6,379,247	7,037,502
Airport assets		466,567	434,705
Water		210,871	319,068
Sewerage		196,427	336,641
Balance at end of financial year		<u>230,770,860</u>	<u>215,396,120</u>

Asset revaluation surplus analysis

The closing balance of the revaluation surplus comprises the following asset categories:

Land	964,410	374,407
Buildings and other structures	27,702,537	23,382,753
Other assets	14,181,587	10,969,746
Road infrastructure	179,444,153	170,555,255
Airport assets	-	2,043,085
Water	3,965,925	3,755,054
Sewerage	4,512,248	4,315,820
	<u>230,770,860</u>	<u>215,396,120</u>

19 Commitments for expenditure

Contractual commitments

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Quilpie Swimming Pool Management	595,448	879,782
Eromanga Swimming Pool Management	264,618	390,368
NBN - Quilpie	-	86,009
Flood Damage	5,441,617	1,064,881
Recoverable Works	374,472	28,307
	<u>6,676,155</u>	<u>2,449,347</u>

Capital commitments

Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:

Property, Plant and Equipment

Buildings and other structures	288,320	4,012,580
Other assets	465,664	12,080
Plant and equipment	178,436	81,215
Road infrastructure	631,325	88,965
Water	9,111	-
Sewerage	1,961	375,597
	<u>1,574,817</u>	<u>4,570,437</u>

These expenditures are payable as follows:

Within the next year	<u>1,574,817</u>	<u>4,570,437</u>
	<u>1,574,817</u>	<u>4,570,437</u>

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

20 Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Mutual

The Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises. As at 30 June 2024 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

The Council is a member of the Queensland local government workers compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The Council's maximum exposure to the bank guarantee is \$124,147.

21 Superannuation - regional defined benefit fund

Council contributes to the Brighter Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each standard permanent employee who is a defined benefit member. This rate is set in accordance with the Brighter Super trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*. The scheme is managed by the Brighter Super trustee.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the Council level. Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the Council.

Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the Brighter Super trust deed changes to Council's obligations will only be made on the advice of an actuary.

The last completed triennial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions. The next triennial actuarial review is not due until 1 July 2027.

The most significant risks that may result in Brighter Super increasing the contribution rate, on the advice of the actuary are:

- Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

	Note	2025 \$	2024 \$
Superannuation contributions made to the Regional Defined Benefits Fund		17,052	16,346
Other superannuation contributions for employees		635,460	646,138
Total superannuation contributions paid by Council for employees:	7	652,512	662,484

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

22 Reconciliation of net result for the year to net cash inflow (outflow) from operating activities

	Note	2025 \$	2024 \$
Net result		3,108,889	(7,282,058)
Non-cash items:			
Depreciation and amortisation		7,313,282	6,699,927
Asset Write Offs		2,548,581	-
		<u>9,861,863</u>	<u>6,699,927</u>
Investing and development activities:			
Net (profit) / loss on disposal of non-current assets		915,577	496,328
Capital grants, subsidies and contributions		(3,310,188)	(4,136,940)
		<u>(2,394,611)</u>	<u>(3,640,612)</u>
Changes in operating assets and liabilities:			
(Increase) / decrease in receivables		(225,749)	1,135,916
(Increase) / decrease in inventories		(95,347)	121,884
(Increase) / decrease in contract assets		2,599,519	(2,910,390)
Increase / (decrease) in payables		253,735	963,054
Increase / (decrease) in provisions		(66,510)	22,958
Increase / (decrease) in contract liabilities		10,548,872	(4,321,045)
		<u>13,014,520</u>	<u>(4,987,623)</u>
Net cash inflow / (outflow) from operating activities		<u><u>23,590,661</u></u>	<u><u>(9,210,366)</u></u>

23 Events after the reporting period

There has not been any event that occurred after the end of the reporting period that has significantly affected, or may significantly affect, the current or future financial results of the Council.

24 Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has the following financial assets / liabilities

- cash
- receivables
- payables

The associated risks from these instruments are disclosed in the note, specific information required by AASB 7 is included in the relevant note where appropriate, e.g. credit risk is included within the receivables note.

Council has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

Risk management framework

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

The Council's audit committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk managements framework in relation to the risks faced by the Council. The Council audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

24 Financial instruments and financial risk management continued

Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables.

Of the rateable revenue and utility charges receivable balance at the end of the year (note 11), \$7,612,541 (representing 90%) is concentrated into customers in general rate Category 14 Oil and Gas (2024: \$5,219,579, representing 91%). Of this amount, 90% (2024: 91%) is owed by one customer. Apart from this, Council does not have single credit risk exposure to any single counterparty or any group of counterparties having similar characteristics.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar State / Commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

No collateral is held as security relating to the financial assets held by Council.

The carrying amount of financial assets at the end of the reporting period represent the maximum exposure to credit risk.

Liquidity risk

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

Exposure to Liquidity Risk

Council is exposed to liquidity risk through its normal course of business. Council manages its exposure to liquidity risk by maintaining sufficient cash deposits to cater for unexpected volatility in cash flows.

The following table sets out the liquidity risk in relation to financial liabilities held by the Council. It represents the remaining contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

	0 to 1 year	1 to 5 years	Total contractual cash flows	Carrying amount
	\$	\$	\$	\$
2025				
Trade and other payables	1,907,688	-	1,907,688	1,907,688
	<u>1,907,688</u>	<u>-</u>	<u>1,907,688</u>	<u>1,907,688</u>
2024				
Trade and other payables	1,720,484	-	1,720,484	1,720,484
	<u>1,720,484</u>	<u>-</u>	<u>1,720,484</u>	<u>1,720,484</u>

Outflows in the above table are not expected to occur significantly earlier or for significantly different amounts than indicated in the table.

Market risk

Market risk is the risk that changes in market indices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

Interest Rate Risk

Council is exposed to interest rate risk through investments with QTC and other financial institutions.

Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

Sensitivity

Council does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or loss, therefore a change in interest rates at the reporting date would not affect profit or loss.

Quilpie Shire Council
Notes to the financial statements
For the year ended 30 June 2025

25 Transactions with related parties

(a) Transactions with key management personnel (KMP)

KMP include the Mayor, Councillors, Chief Executive Officer, Director Infrastructure Services and Director Corporate & Community Services.

The compensation paid to KMP comprises:

	2025	2024
	\$	\$
Short-term employee benefits	937,074	875,976
Post-employment benefits	108,376	101,908
Long-term benefits	130,316	146,348
Termination benefits	-	-
Total	1,175,766	1,124,232

Detailed remuneration disclosures are provided in the annual report.

(b) Transactions with other related parties

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

Details of transactions between Council and other related parties are disclosed below:

Details of transaction	Additional Information	2025	2024
		\$	\$
Employee expenses for close family members of key management personnel	25(b)(i)	184,627	90,252
Purchase of materials and services from entities controlled by key management personnel	25(b)(ii)	31,931	32,367
Payments to non-profit associations a key management personnel is a controlling committee member	25(b)(iii)	4,322	36,990
Grant and community assistance payments to entities controlled by key management personnel	25(b)(iv)	2,193	-
Total		223,073	159,609

(i) All close family members of key management personnel were employed through an arm's length process. They are paid in accordance with the Award for the job they perform. Council employs 64 (2024: 73) staff and elected representatives of which only 2 (2024: 1) are close family members of key management personnel.

(ii) Council purchased ice, furniture, home appliances and engraving services from entities controlled by key management personnel. All purchases were at arm's length and were in the normal course of council operations.

(iii) Community assistance payments were made to non-profit community organisations of which key management personnel are committee (controlling) members.

(iv) Grant and community assistance payments to entities controlled by key management personnel were through an arm's length process and in the normal course of council operations. One entity controlled by a KMP was the recipient of a Business Growth Grant from council. One key management personnel received sponsorship to support fundraising efforts toward participation in the 2025 Variety Club Charity Bash.

(c) Outstanding balances

There are no outstanding balances to/from related parties at the end of the financial year.

(d) Loans and guarantees to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been given.

(e) Commitments to/from other related parties

Council has neither made nor received any commitments with key management personnel or related parties.

(f) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Quilpie Shire. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Dog registration
- Borrowing books from the library

Council has not included these types of transactions in its disclosure where they are made on the same terms and conditions available to the general public.

**Quilpie Shire Council
Financial Statements
For the year ended 30 June 2025**

**Management Certificate
For the year ended 30 June 2025**

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 28 present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



**Mayor
Ben Hall**

Date: 7 October 2025



**Chief Executive Officer
Justin Hancock**

Date: 7 October 2025

INDEPENDENT AUDITOR'S REPORT

To the councillors of Quilpie Shire Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Quilpie Shire Council.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2025, and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Quilpie Shire Council's annual report for the year ended 30 June 2025 was the current year financial sustainability statement, current year financial sustainability statement - contextual ratios (unaudited) and unaudited long-term financial sustainability statement.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.

Megan Manuel

8 October 2025

Megan Manuel
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Quilpie Shire Council
Current-year Financial Sustainability Statement
For the year ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	5-Year Average	Council Narrative
Audited ratios					
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	10.14	N/A	Exceeds target
Operating Performance	Operating Surplus Ratio	N/A	8.69%	-3.02%	The early payment of the half the 2025/26 Financial Assistance Grant resulted in an operating surplus and affected the 5-year average.
	Operating Cash Ratio	Greater than 0%	28.17%	15.63%	Exceeds target
Asset Management	Asset Sustainability Ratio	Greater than 90%	15.68%	40.20%	Council's forecasting has major renewal projects that will improve this ratio.
	Asset Consumption Ratio	Greater than 60%	76.81%	78.16%	Exceeds target

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the 2025 reported measures are prepared on an accrual basis (Note 1 - Basis of Preparation) and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2025.

Certificate of Accuracy
For the year ended 30 June 2025


This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current year financial sustainability statement has been accurately calculated.

Mayor
Ben Hall



Date: 7 October 2025


Chief Executive Officer
Justin Hancock

Date: 7 October 2025

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Quilpie Shire Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Quilpie Shire Council for the year ended 30 June 2025, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Quilpie Shire Council for the year ended 30 June 2025 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to the basis of accounting described in the note to the current year financial sustainability statement. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Quilpie Shire Council's annual report for the year ended 30 June 2025 was the general-purpose financial statements, current-year financial sustainability statement - contextual ratios (unaudited), and the unaudited long-term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

In connection with my audit of the financial sustainability statement, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial sustainability statement and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Megan Manuel

8 October 2025

Megan Manuel
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Quilpie Shire Council
Current-year Financial Sustainability Statement - Contextual Ratios (unaudited)
For the year ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	5-Year Average	Council Narrative
Contextual ratios					
Financial Capacity	Council-Controlled Revenue	N/A	16.14%	19.23%	Council has implemented a long term strategy of full cost recovery and increasing own source revenue with a small rate base that remains consistent with total revenue.
	Population Growth	N/A	0.85%	-1.67%	Council believes the ABS statistics do not clearly reflect the population growth experienced in the shire which is demonstrated by the growth in the housing market and no rental vacancies. Unprecedented housing construction of 17 new homes since 2021 with a further 9 currently under construction supports this view.

The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the 2025 reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2025.

Certificate of Accuracy
For the year ended 30 June 2025

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current year financial sustainability statement has been accurately calculated.

Mayor
Ben Hall



Date: 7 October 2025

Chief Executive Officer
Justin Hancock



Date: 7 October 2025

Quilpie Shire Council**Unaudited Long-Term Financial Sustainability Statement****Prepared as at 30 June 2025**

Type	Measure	Target (Tier 7)	Actuals as at 30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029	30 June 2030	30 June 2031	30 June 2032	30 June 2033	30 June 2034
Financial Capacity	Council-Controlled Revenue	N/A	16.14%	8.43%	10.43%	29.55%	29.65%	29.65%	29.64%	29.61%	29.58%	29.55%
	Population Growth	N/A	0.85%	0.85%	0.85%	0.85%	0.85%	0.85%	0.85%	0.85%	0.85%	0.85%
Operating Performance	Operating Surplus Ratio	N/A	8.69%	1.02%	0.80%	1.99%	1.85%	215.00%	2.48%	2.84%	3.23%	3.66%
	Operating Cash Ratio	Greater than 0%	28.17%	7.82%	9.13%	25.35%	25.07%	25.26%	25.47%	25.70%	25.96%	26.24%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	10.14	2.49	2.99	11.43	12.12	12.93	13.75	14.59	15.26	16.37
	Asset Sustainability Ratio	Greater than 90%	15.68%	343%	342%	144%	91%	91%	92%	92%	93%	93%
Asset Management	Asset Consumption Ratio	Greater than 60%	76.81%	78.87%	78.82%	77.95%	76.88%	75.83%	74.80%	73.79%	72.80%	71.83%

Council's Long Term Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Certificate of Accuracy**For the long-term financial sustainability statement prepared as at 30 June 2025**

This long-term financial sustainability statement has been prepared pursuant to the requirements of section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor
Ben Hall



Chief Executive Officer
Justin Hancock

Date: 7 October 2025

Date: 7 October 2025



8 INDEX

ACRONYMS

Acronym Details

ACDC	Agriculture Chemicals Distribution Control
CCTV	Closed-circuit television
CEO	Chief Executive Officer
DRFA	Disaster Recovery Funding Arrangements
DTMR	Department of Transport and Main Roads
EAP	Employee Assistance Program
ENHM	Eromanga Natural History Museum
EOI	Expression of Interest
FT	Full Time Equivalent
GST	Goods & Services Tax
ISO	International Organisation for Standardisation
IT	Information Technology
LGAQ	Local Government Association of Queensland
LGMA	Local Government Managers Association
LGMS	Local Government Mutual Services
LGW	Local Government Workcare
LRCIP	Local Roads and Community Infrastructure Program
MP	Member of Parliament
MPHS	Multi-Purpose Health Service
NAIDOC	National Aborigines and Islanders Day Observance Committee
NBN	National Broadband Network
NDIS	National Disability Insurance Scheme

OAM	Medal of the Order of Australia
OCM	O'Connor Marsden & Associated Pty Ltd
QAO	Queensland Audit Office
QAP	Quarterly Action Plan
QBCC	Queensland Building and Construction Commission
QMHC	Queensland Mental Health Commission
QRA	Queensland Reconstruction Authority
QSC	Quilpie Shire Council
QTC	Queensland Treasury Corporation
QVAS	Queensland Valuation and Sales
RADF	Regional Arts Development Fund
RAUP	Regional Airport Upgrade Program
RESQ	Remote Employment Services Queensland
RMPC	Road Maintenance Performance Contract
RSL	Returned Services League
R2R	Roads to Recovery
SDS	Safety Data Sheets
SOP	Standard Operating Procedures
SPA	Salary Packaging Australia
SWQROC	South-West Queensland Regional Organisation of Councils
SWQWSA	South-West Queensland Water and Sewerage Alliance
TIDS	Transport Infrastructure Development Scheme
WHS	Work Health & Safety

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EMERGENCY EVENT DASHBOARD

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