



ORDINARY MEETING AGENDA

Tuesday 19 May 2026
commencing at 9:30 AM

Quilpie Shire Council Boardroom
50 Brolga Street, Quilpie

Ordinary Meeting of Council

12 May 2026

The Mayor and Council Members
Quilpie Shire Council
QUILPIE QLD 4480

Dear Members

Notice is hereby given that a Pre Meeting Briefing will be held in the Council Boardroom, on **Tuesday 19 May 2026**, commencing at **8.30 am**.

Notice is also hereby given that an Ordinary Meeting of the Quilpie Shire Council will be held at the Council Chambers, on **Tuesday 19 May 2026**, commencing at **9:30 AM**.

The agenda for the ordinary meeting is attached for your information

Yours faithfully

Justin Hancock
Chief Executive Officer





ORDINARY MEETING OF COUNCIL AGENDA

Tuesday 19 May 2026
Quilpie Shire Council Boardroom
50 Broilga Street, Quilpie

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- 1 OPENING OF MEETING**
- 2 ATTENDANCE**
- 3 APOLOGIES**
- 4 CONDOLENCES**
- 5 DECLARATIONS OF INTEREST**

6 RECEIVING AND CONFIRMATION OF MINUTES

6.1 SPECIAL MEETING OF QUILPIE SHIRE COUNCIL HELD ON TUESDAY 5 MAY 2026

IX: 275460

Author: Callie Dabovich, Executive Officer

Authorisers: Justin Hancock, Chief Executive Officer

Attachments: 1. Minutes of the Special Council Meeting held on 5 May 2026

RECOMMENDATION

That the Minutes of the Special Council Meeting held on 5 May 2026 be received and the recommendations therein be adopted.



Special Meeting of Council

MINUTES

Tuesday 5 May 2026

Quilpie Shire Council Boardroom
50 Brolga Street, Quilpie



**MINUTES OF QUILPIE SHIRE COUNCIL
SPECIAL COUNCIL MEETING
HELD AT THE QUILPIE SHIRE COUNCIL BOARDROOM, 50 BROLGA STREET, QUILPIE
ON TUESDAY, 5 MAY 2026 AT 8:30 AM**

1 OPENING OF MEETING

The Mayor declared the meeting open at 8:45am.

2 ATTENDANCE

Mayor Ben Hall, Deputy Mayor Roger Volz, Cr Lyn Barnes, Cr Tony Lander

In Attendance: Justin Hancock (Chief Executive Officer), Eng Lim (Director Infrastructure Services), Sharon Frank (Director Corporate Services) – Online, Corey Richards (A/Director Community and Business Development) and Brian Weeks (Deputy Director Infrastructure Services).

3 APOLOGIES

Cr Milan Milosevic

4 DECLARATIONS OF INTEREST

Chapter 5B of the Local Government Act 2009 (the Act) requires Councillors to declare a Prescribed or Declarable Conflict of Interest. The Declaration is to be made in writing to the Chief Executive Officer, before the next Council meeting.

Nil

5 INFRASTRUCTURE SERVICES

5.1 RFQL 37 25-26 FLOOD DAMAGE PINKENETTA ROAD PKG

EXECUTIVE SUMMARY

This report recommends awarding RFQL 37 25-26 Flood Damage Pinkenetta Road Pkg to S.A Travers & S.L Travers, for the restoration of flood damaged areas of Pinkenetta Road as outlined in this request.

The procurement was conducted through VendorPanel. S.A Travers & S.L Travers achieved the highest weighted score of 92/100 and demonstrates value for money having regard to price and proven experience.

RESOLUTION NO: (QSC122-05-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Tony Lander

That Council:

1. Award RFQL 37 25-26 Flood Damage Pinkenetta Road Pkg to S.A Travers & S.L Travers for an amount of \$1,225,215.72 including GST (\$1,113,832.47 excluding GST); and
2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters

associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

4/0

5.2 RFQM 10 25-26 SUPPLY & DELIVERY OF 2 (TWO) 2026 4WD EXTRA CAB UTILITIES - WITH OR WITHOUT TRADE

EXECUTIVE SUMMARY

This report recommends awarding RFQM 10 25-26 Supply & Delivery of 2 (two) 2026 4WD Extra Cab Utes to Sedilli Pty Ltd T/AS Southwest Ford, for the replacement of 2 current vehicles as part of Council 25/26 Plant Replacement.

The procurement was conducted through VendorPanel Marketplace. Sedelli Pty Ltd T/AS Southwest Ford achieved the highest weighted score of 86.1/100 and demonstrates value for money having regard to specification compliance.

RESOLUTION NO: (QSC123-05-26)

Moved: Cr Lyn Barnes

Seconded: Deputy Mayor Roger Volz

That Council:

1. Award RFQM 10 25-26 Supply & Delivery of 2 (two) Ford Ranger Extra Cab Utes to Sedilli Pty Ltd T/A Southwest Ford for an amount of \$188,738.00 including GST (\$171,580.00 excluding GST); and
2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

4/0

5.3 RFQM 11 25-26 SUPPLY & DELIVERY OF 2 (TWO) 2026 WAGONS - WITH OR WITHOUT TRADE

EXECUTIVE SUMMARY

This report recommends awarding RFQM 11 25-26 Supply & Delivery of 2 (two) 2026 Wagons to Sedilli Pty Ltd T/AS Southwest and Black Toyota, for the replacement of two current wagons as part of Council 25/26 Plant Replacement.

The procurement was conducted via VendorPanel Marketplace. Sedelli Pty Ltd T/AS Southwest Ford and Black Toyota provided submissions that demonstrate value for money, having regard to specification compliance and fit for purpose.

RESOLUTION NO: (QSC124-05-26)

Moved: Cr Lyn Barnes

Seconded: Cr Tony Lander

That Council:

1. Award RFQM 11 25-26 Supply & Delivery of 1 (one) 2026 Ford Everest Trend Wagon to Sedilli Pty Ltd T/AS Southwest Ford for an amount of \$85,130.13 including GST (\$77,391.03 excluding GST); and
2. Award RFQM 11 25-26 Supply & Delivery of 1 (one) 2026 Toyota Prado GXL Wagon to Black Toyota for an amount of \$107,813.34 including GST (\$98,012.13.00 excluding GST); and
3. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

4/0

Mwewa Chisenga, Deputy Director Corporate Services entered the meeting at 9:04am

5.4 RFQM 12 25-26 SUPPLY & DELIVERY OF 3 (THREE) 2026 DUAL CAB UTES - WITH OR WITHOUT TRADE

EXECUTIVE SUMMARY

This report recommends awarding RFQM 12 25-26 Supply & Delivery of 3 (three) 2026 4WD Dual Cab Utes to Sedilli Pty Ltd T/AS Southwest, for the replacement of 3 current vehicles as part of Council 25/26 Plant Replacement.

The procurement was conducted through VendorPanel Marketplace. Sedelli Pty Ltd T/AS Southwest Ford achieved the highest weighted score of 84.5/100 and demonstrates value for money having regard to price and specification compliance.

RESOLUTION NO: (QSC125-05-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Lyn Barnes

That Council:

1. Award RFQM 12 25-26 Supply & Delivery of 3 (three) 2026 Ford Ranger 4WD Dual Cab Utes to Sedilli Pty Ltd T/AS Southwest Ford for an amount of \$229,619.50 including GST (\$208,745.00 excluding GST); and
2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

4/0

5.5 T11 25-26 SUPPLY & DELIVERY OF 5 PERSON, TURN-KEY PORTABLE CAMP

EXECUTIVE SUMMARY

This report recommends awarding T11 25-26 Supply & Delivery of 5 Person, Turn-key Portable Camp to Work Structures Pty Ltd.

Council received 1 conforming submission for the T11 25-26 public tender process. The submission was evaluated against published criteria- Price (40%), Availability (30%) and Specifications (20%).

Work Structures Pty Ltd. Achieved the highest weighted score of 90/100 and demonstrates value for money having regard to price and compliance with required specifications.

RESOLUTION NO: (QSC126-05-26)

Moved: Cr Lyn Barnes

Seconded: Cr Tony Lander

That Council:

1. Award T11 25-26 Supply & Delivery of 5 Person, Turn-key Portable Camp to Work Structures Pty Ltd for an amount of \$389,400.00 including GST (\$354,000.00 excluding GST); and
2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

4/0

Brian Weeks, Deputy Director Infrastructure Services left the meeting at 9:15am.

6 COMMUNITY AND BUSINESS DEVELOPMENT

6.1 T09 25-26 ECONOMIC DEVELOPMENT PLAN & DESTINATION MANAGEMENT PLAN

EXECUTIVE SUMMARY

This report recommends awarding T09 25-26 Economic Development Plan & Destination Management Plan to Sparrowly Group Pty Ltd for the development of the Economic Development Plan (EDP) and the Destination Management Plan (DMP).

Council received 21 conforming submissions for the T09 25-26 public tender process. Submissions were evaluated against published criteria - Relevant Experience & Expertise (50%), Methodology & Project Management Approach (20%), Cost Effectiveness (20%), Regional & Local understanding (10%).

Sparrowly Group Pty Ltd achieved the highest weighted score of 92/100 and demonstrates value for money, having regard to price, proven experience and high-level project understanding.

RESOLUTION NO: (QSC127-05-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Tony Lander

That Council:

1. Award T09 25-26 Economic Development Plan & Destination Management Plan to Sparrowly Group Pty Ltd for an amount of \$59,702.50, including GST (\$54,275.00 excluding GST); and
2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

4/0

7 CORPORATE SERVICES

7.1 LAND VALUATION PROGRAM 2027

EXECUTIVE SUMMARY

In accordance with the *Land Valuation Act 2010*, the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development is responsible for issuing valuations on land for local governments.

Council received correspondence from the Valuer-General on 15 April 2026 seeking Council's views in relation to the proposed inclusion of the Quilpie Shire in the 2027 Land Valuation Program.

RESOLUTION NO: (QSC128-05-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Lyn Barnes

That Council

1. Notes the correspondence received from the Valuer -General
2. Recommends to the Valuer-General that a valuation of all rateable land in the Quilpie Local Government area be undertaken effective 30 June 2027.
3. Authorises the Chief Executive Officer to provide Council's formal response to the Valuer-General by 15 May 2026.

4/0

8 CONFIDENTIAL ITEMS

RECOMMENDATION

In accordance with the provisions of section 254J(3) of the *Local Government Regulation 2012*, that Council resolve to close the meeting to the public at 9:26am to discuss a confidential item that its Councillors consider is necessary to close the meeting.

In accordance with Section 254J(3) of the *Local Government Regulation 2012*, the following table provides:

(a) the matter that is to be discussed; and

(b) an overview of what is to be discussed while the meeting is closed.

Agenda Item	Reasons Matters to be discussed (to close the meeting under the <i>Local Government Regulation 2012</i>)	Overview
1.1 Quarter 3 Budget Review 2025/26		This report presents an Amended Budget for 2025/26 for Council's consideration and adoption.

MOVE INTO CLOSED SESSION

RESOLUTION NO: (QSC129-05-26)

Moved: Deputy Mayor Roger Volz
 Seconded: Cr Tony Lander

That Council moves into closed session at 9:26am.

4/0

MOVE OUT OF CLOSED SESSION

RESOLUTION NO: (QSC130-05-26)

Moved: Cr Lyn Barnes
 Seconded: Cr Tony Lander

That Council moves out of closed session and resumes the Special Meeting at 9:40am.

4/0

1.1 QUARTER 3 BUDGET REVIEW 2025/26

EXECUTIVE SUMMARY

This report presents an Amended Budget for 2025/26 for Council's consideration and adoption.

RESOLUTION NO: (QSC131-05-26)

Moved: Deputy Mayor Roger Volz
 Seconded: Cr Lyn Barnes

That Council:

- Note that the budget has been prepared on an accrual basis and is consistent with Council's adopted Corporate Plan 2022-2027 and Operational Plan 2025/26.
- Approve the 2025/26 budget amendments (operational and capital) which are outlined in the report.

-
3. Approve the revised financial statements for the 2025/26 budget amendments and the following report attachments:
 - (a) Revised Budget Financial Statements (Financial Position, Cash Flow, Income and Expenditure and Changes in Equity) - 2025/26 and the next two years
 - (b) Revised Long Term Financial Forecast - 2025/26 and the next nine (9) financial years
 - (c) Revised Measures of Financial Sustainability for 2025/26 and the next nine (9) financial years (Ratios)
 - (d) Revenue Policy 2025/26
 - (e) Revenue Statement 2025/26
 - (f) Revised Total Value of Change in Rates and Charges.
 4. Include the Amended Budget 2025/26 document on Council's website.

4/0

9 LATE ITEMS

10 GENERAL BUSINESS

Councillors were invited to raise any matters they wished to discuss. Matters raised included:

There being no further business the Mayor declared the meeting closed at 9:40am.

These Minutes are to be confirmed at the next Special Meeting. In Accordance with the public notice of meetings published by Council, the next Ordinary Meeting will be held on Tuesday 19 May 2026 in the Quilpie Shire Council Boardroom, 50 Brolga Street, Quilpie commencing at 9:30 AM.

6.2 ORDINARY MEETING OF QUILPIE SHIRE COUNCIL HELD ON TUESDAY 21 APRIL 2026

IX: 275461

Author: Callie Dabovich, Executive Officer

Authorisers: Justin Hancock, Chief Executive Officer

Attachments: 1. Minutes of the Council Meeting held on 21 April 2026

RECOMMENDATION

That the Minutes of the Council Meeting held on 21 April 2026 be received and the recommendations therein be adopted.



Ordinary Meeting of Council

MINUTES

Tuesday 21 April 2026

Quilpie Shire Council Boardroom
50 Brolga Street, Quilpie



**MINUTES OF QUILPIE SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE QUILPIE SHIRE COUNCIL BOARDROOM, 50 BROLGA STREET, QUILPIE
ON TUESDAY, 21 APRIL 2026 AT 9:30 AM**

1 OPENING OF MEETING

The Mayor declared the meeting open at 8:59 am.

2 ATTENDANCE

Mayor Ben Hall, Deputy Mayor Roger Volz, Cr Lyn Barnes, Cr Tony Lander, Cr Milan Milosevic

In Attendance: Mr Justin Hancock (Chief Executive Officer), Ms Lisa Hamlyn (Director Corporate and Community Services), Eng Lim (Director Infrastructure Services), Ms Sharon Frank (director Corporate Services) and Callie Dabovich (Secretariat).

3 APOLOGIES

Nil

4 CONDOLENCES

Formal condolences from Council were forwarded to the families of Char Speedy and Max Hansen.

5 DECLARATIONS OF INTEREST

Chapter 5B of the *Local Government Act 2009* (the Act) requires Councillors to declare a Prescribed or Declarable Conflict of Interest. The Declaration is to be made in writing to the Chief Executive Officer, before the Ordinary Meeting of Council.

Information required	Legislation	Declaration
Agenda item number		11.1
Agenda item description	s254C (for notice of meetings and agendas for councillors and committee members). <i>Local Government Regulation 2012</i>	THE LAKE HOUDRAMAN ACCESS ROAD AND INTERSECTION WITH DIAMANTINA DEVELOPMENTAL ROAD - UPDATE
Declaring councillor	Chapter 5B (Councillors' conflicts of interest) <i>Local Government Act 2009</i>	Mayor Cr Ben Hall
Person with the interest <i>Close associate</i>	s150EJ (for Prescribed conflict of interest) <i>Local Government Act 2009</i>	Not applicable
<i>Related party</i>	s150EP (for Declarable conflict of interest) <i>Local Government Act 2009</i>	Greenmulla Enterprises Ltd (company in which Mayor Hall holds a partnership interest)
<i>Other relationship</i>	s150EN (Declarable conflict of interest) <i>Local Government Act 2009</i>	Not applicable
Particulars of interest	s150EL (for Prescribed conflict of interest) s150EQ (for Declarable conflict of interest) - <i>Related party (s150EQ (4)(b))</i> - <i>Gift or loan (s150EQ (4)(c))</i> - <i>Other (s150EQ (4)(a))</i> <i>Local Government Act 2009</i>	s150EQ(4)(a) — Other Mayor Hall holds a partnership interest in Greenmulla Enterprises Ltd. The Old Charleville Road provides the sole legal access to Greenmulla Enterprises Ltd's property. Any decision regarding the Lake Houdraman Access Road and its intersection with the Diamantina

Information required	Legislation	Declaration
		Developmental Road may affect traffic and access conditions on the Old Charleville Road, which could indirectly affect the interests of Greenmulla Enterprises Ltd. Mayor Hall does not consider any decision on this matter to be of direct financial benefit to himself or Greenmulla Enterprises Ltd.
Type of conflict	Part 2 – s150EG, s150EH and s150EI (for Prescribed conflict of interest) Particular gifts or loans (s150EG) Sponsored travel or hospitality benefits (s150EH) Other (s150EI) Part 3 – s150EN (for Declarable conflict of interest) Local Government Act 2009	Declarable conflict of interest Part 3 — s150EN, Local Government Act 2009
Action	s150EM (2) (for Prescribed conflict of interest) - Must leave s150ES (2) (for Declarable conflict of interest) – Voluntarily leave Or s150ES (1)-(6), excluding (2) – Council decision Local Government Act 2009	Council decision — s150ES(1)–(6) excluding (2) Resolution No: QSC099-04-26 Moved: Deputy Mayor Roger Volz Seconded: Cr Milan Milosevic That Mayor Ben Hall remain in the room to participate in debate and vote for agenda item 11.1. CARRIED 4/0

MOTION

RESOLUTION NO: (QSC099-04-26)

Moved: Deputy Mayor Roger Volz
Seconded: Cr Milan Milosevic

That Mayor Ben Hall will remain in the room to participate in debate and vote for agenda item 11.1.

4/0

6 RECEIVING AND CONFIRMATION OF MINUTES

6.1 ORDINARY MEETING OF QUILPIE SHIRE COUNCIL HELD ON WEDNESDAY 18 MARCH 2026

RESOLUTION NO: (QSC100-04-26)

Moved: Cr Lyn Barnes
Seconded: Deputy Mayor Roger Volz

That the Minutes of the Council Meeting held on 18 March 2026 be received and the recommendations therein be adopted.

5/0

6.2 SPECIAL MEETING OF QUILPIE SHIRE COUNCIL HELD ON WEDNESDAY 1 APRIL 2026

RESOLUTION NO: (QSC101-04-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Milan Milosevic

That the Minutes of the Special Council Meeting held on 1 April 2026 be received and the recommendations therein be adopted.

5/0

7 ITEMS ARISING FROM PREVIOUS MEETINGS

Nil

8 MAYORAL REPORT

Details / Meeting	Date	Location	Hall	Volz	Barnes	Lander	Milosevic
Ordinary Meeting of Council	18.03.26	Boardroom	1	1	1	1	1
Telstra CEO visit	18.03.26	Boardroom	1	1	1	1	1
LGAQ Civic Leaders Conference	25 - 26.03.26	Brisbane	1	1	1		
2025 Flood Event Commemoration	28.03.26	Quilpie	1	1	1	1	1
Special Meeting of Council	01.04.25	Boardroom	1	1	1	1	1
Flood Commemoration Gallery Exhibition Opening	02.04.26	Quilpie		1	1		
Councillor Briefing Session	07.04.26	Quilpie/Teams	1	1	1	1	1
Distaster Dashboard Meeting	09.04.26	Teams		1			
Combined Business Meeting	09.04.26	Quilpie	1				
QTC Financial Management Course	10.04.26	Toowoomba		1			
LDMG Meeting	16.04.26	Boardroom	1	1			

9 COUNCILLOR PORTFOLIO REPORTS

Nil

10 OPERATIONAL STATUS REPORTS

09:30 am Justin Hancock left the meeting.

09:31 am Sharon Frank left the meeting.

09:32 am Justin Hancock returned to the meeting.

09:36 am Sharon Frank returned to the meeting.

10.1 INFRASTRUCTURE SERVICES STATUS REPORTS

10.1.1 INFRASTRUCTURE SERVICES STATUS REPORT

EXECUTIVE SUMMARY

This report outlines the key activities and achievements of the Infrastructure Services Directorate for March 2026. It summarises the progress of major infrastructure projects, routine maintenance across the Shire, and the continuing delivery of flood-damage restoration works from the March 2025 rain event. Council operations have largely returned to business-as-usual, noting some delays of roadworks impacted by the more recent February 2026 rain event.

RESOLUTION NO: (QSC102-04-26)

Moved: Cr Lyn Barnes

Seconded: Deputy Mayor Roger Volz

5/0

10.2 COMMUNITY AND BUSINESS DEVELOPMENT STATUS REPORTS**10.2.1 DEPUTY DIRECTOR COMMUNITY AND BUSINESS DEVELOPMENT STATUS REPORT****EXECUTIVE SUMMARY**

Council has progressed key initiatives to support business engagement, regional resilience, infrastructure awareness, and community wellbeing across Quilpie Shire throughout March.

A combined business meeting held on 9 April 2026 confirmed strong interest in establishing a formal business representative group. Council provided updates on business-relevant projects and committed to drafting Terms of Reference and providing administrative support should a Quilpie Shire Business Committee be formed. Other activities include Quilpie hosting a Regional Drought Resilience Implementation Workshop on 24 April 2026 following formal approval of the South West Queensland Regional Drought Resilience Plan, enabling local input into fundable resilience projects.

The NBN Local team will deliver two community drop-in sessions to provide information on network upgrades and connectivity advice. Additionally, the SWQROC Fuel Tracker Platform is now live, with councils uploading fuel data to support coordinated regional reporting. The Car Hire Select Tender and Destination Management and Economic Development Plan evaluations have been completed, with decisions pending Council consideration.

Council continues to support priority health and wellbeing initiatives, including parenting programs, Early Years partnerships, health education, and planning for the 2026 Quilpie Health Expo.

RESOLUTION NO: (QSC103-04-26)

Moved: Cr Lyn Barnes

Seconded: Cr Milan Milosevic

5/0

10.2.2 LIBRARY SERVICES STATUS REPORT

EXECUTIVE SUMMARY

This report provides an overview of Quilpie Library's services, programs and performance for the third quarter of the 2025-2026 financial year (January to March).

RESOLUTION NO: (QSC104-04-26)

Moved: Cr Milan Milosevic

Seconded: Cr Tony Lander

5/05/0

10.2.3 PEST AND LIVESTOCK MANAGEMENT STATUS REPORTS

EXECUTIVE SUMMARY

This report outlines pest, livestock, and animal management activities undertaken during the reporting period, including wild dog and feral pig control, monitoring of commons and reserves, and enforcement activities under animal management legislation. Baiting programs were primarily focused on feral pigs, with targeted action also undertaken in response to reported wild dog activity. Commons and reserves remain in good condition, pest weed management and compliance inspections progressed as planned, and support continued for the Exclusion Fence Restitution Program and regional feral pig management planning. All activities were delivered within existing budgets, with no legal, financial, or material risk issues identified.

RESOLUTION NO: (QSC105-04-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Tony Lander

5/0

10.2.4 COMMUNITY AND BUSINESS DEVELOPMENT STATUS REPORT

EXECUTIVE SUMMARY

This report provides an overview of key Council activities and outcomes for the reporting period, focusing on disaster management, community recovery, service delivery, and community engagement initiatives. Key highlights include the successful delivery of the Quilpie Shire Flood Anniversary Commemoration Event / Spirit of the Bush, which achieved strong attendance, positive community feedback, and significant media coverage; continued progress in disaster recovery and resilience planning, including recruitment efforts and recovery program implementation; and steady advancement of the Exclusion Fence Restitution Program in collaboration with stakeholder partners. The report also outlines governance and operational activities, including disaster management meeting schedules, progress on the Quilpie Swimming Pool management tender and compliance improvements, completion of the Queensland Health-funded Local Government Sun Safety Program, and ongoing engagement through a comprehensive program of meetings, training, and events supporting Council operations and community wellbeing across the Shire.

RESOLUTION NO: (QSC106-04-26)

Moved: Cr Lyn Barnes
Seconded: Cr Milan Milosevic

5/0

10.3 CORPORATE SERVICES STATUS REPORTS

10.3.1 CORPORATE SERVICE STATUS REPORT - MARCH 2026

EXECUTIVE SUMMARY

This report provides Council with an update on Corporate Services activities and operational matters for the month of March 2026. Key areas covered include procurement of goods and services, rates and charges, information technology, stores and compliance administration, grant funding progress and applications, finance activities, preparations for the 2025/26 financial statements, governance matters, and meetings attended by Corporate Services.

RESOLUTION NO: (QSC107-04-26)

Moved: Cr Milan Milosevic
Seconded: Deputy Mayor Roger Volz

5/0

10.3.2 GOVERNANCE STATUS REPORT - MARCH QUARTER

EXECUTIVE SUMMARY

This report provides Council with an update on governance activities for the March 2026 quarter.

RESOLUTION NO: (QSC108-04-26)

Moved: Cr Lyn Barnes
Seconded: Cr Tony Lander

5/0

10:36 am Sharon Frank left the meeting.
10:37 am Eng Lim left the meeting.
10:38 am Eng Lim returned to the meeting.
10:39 am Lisa Hamlyn left the meeting.

10.4 OFFICE OF THE CEO STATUS REPORTS

10.4.1 CHIEF EXECUTIVE OFFICER - MONTHLY STATUS REPORT

EXECUTIVE SUMMARY

This report updates Council on key activities within the Chief Executive Officer's portfolio for the month of March 2026.

RESOLUTION NO: (QSC109-04-26)

Moved: Deputy Mayor Roger Volz
Seconded: Cr Milan Milosevic

5/0

10:41 am Lisa Hamlyn returned to the meeting.
10:46 am Sharon Frank returned to the meeting.

11 INFRASTRUCTURE SERVICES

11.1 THE LAKE HOUDRAMAN ACCESS ROAD AND INTERSECTION WITH DIAMANTINA DEVELOPMENTAL ROAD - UPDATE

EXECUTIVE SUMMARY

This report provides an update to the previous Council Resolution in August 2025 on this matter and seeks direction from Council based on the letter received from the Minister of Transport and Main Roads and the options provided.

RESOLUTION NO: (QSC110-04-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Milan Milosevic

That Council resolves to:

1. Note the Minister for Transport and Main Roads' letter dated 5 March 2026 supporting a staged/alternative delivery model for the intersection (Basic Right/Basic Left treatment with widened pavement left unsealed), provided the access road remains a private road, is maintained to a sound and even surface, and is not placed on Council's Road Register;
2. Not include the Lake Houdraman access road in Council's Road Register on the basis of the Minister's advice, noting also that there is a formal access road to Lake Houdraman via Adavale Black Road;
3. Not proceed with delivering the full intersection works on the basis of the Minister's advice and that the intersection is currently operating safely, has no crash history, and that the cost would significantly impact other Council priorities;
4. Advise the owners of The Lake Houdraman property to seek external grants (including the Building Bush Tourism program and Regional Tourism Infrastructure Fund referenced by the Minister) to fund the sealing and maintenance of the private access road;
5. Acknowledge that by keeping the road private, Council avoids all significant financial and long-term asset management implications previously identified (\$785,000 capital cost, \$8,000–\$10,000 annual maintenance liability and no precedent risk);
6. Undertake the design and cost estimates for the proposed upgrade to the private road component to a sealed road standard for future funding opportunities; and
7. Delegate to the Chief Executive Officer the authority to do all things, including finalise and issue any relevant approvals or sign any documents, on behalf of Council to formalise the establishment of any private works or other private activities in the gazetted alignment of Lake Houdraman access road, including but not limited to under Council's Local Laws.

In Favour: Crs Ben Hall, Roger Volz, Tony Lander and Milan Milosevic

Against: Cr Lyn Barnes

4/1

11:54 am Justin Hancock left the meeting.

11:57 am Justin hancock returned to the meeting.

11.2 DISABILITY STANDARDS UPGRADE PROGRAM (DSUP) FOR COUNCIL-OWNED REMOTE AERODROMES - PROPOSED APPLICATION

EXECUTIVE SUMMARY

This report seeks Council's endorsement to submit an application under the Disability Standards Upgrade Program (DSUP), administered by the Department of Transport and Main Roads (TMR), to undertake targeted accessibility upgrades at the existing Quilpie Terminal Building.

The proposed project will address identified non-compliance issues with applicable disability access legislation and standards, based on a detailed independent audit undertaken in 2022. The total estimated project cost is \$150,000, with Council required to co-contribute \$75,000 (50%) spread over the next two financial years, subject to a successful funding outcome.

RESOLUTION NO: (QSC111-04-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Milan Milosevic

That Council:

1. Support the submission of one (1) application under the Disability Standards Upgrade Program (DSUP) administered by TMR to retrofit the Quilpie Terminal Building, where feasible, to address identified non-compliance with Disability Standards; and
2. Allocate \$37,500 per year for the next two financial years FY2026/2027 and FY2027/2028 if the application is successful.

In Favour: Crs Ben Hall, Roger Volz, Tony Lander and Milan Milosevic

Against: Cr Lyn Barnes

4/1

The meeting adjourned for lunch at 12:06 pm and resumed at 12:50 pm.

12 COMMUNITY AND BUSINESS DEVELOPMENT

12.1 DEVELOPMENT APPLICATION - DA03 25-26 MATERIAL CHANGE OF USE INDOOR SPORT AND RECREATION AND OFFICE - QUILPIE GYM

EXECUTIVE SUMMARY

Council is asked to consider and decide an application for Material Change of Use to establish "Indoor Sport and Recreation" (extension to the existing gym and indoor playing courts) and "Office" uses at John Waugh Park, located at Brolga Street, Quilpie (Lot 3 on Q68045). The applicant is Quilpie Sport and Recreation Inc., represented by Proterra Group. The owner is Quilpie Shire Council.

The development is subject to Impact assessment and must be assessed against the assessment benchmarks specified in Section 45 of the *Planning Act 2016*, to the extent relevant, and any matter prescribed by regulation. The Development Assessment Rules set out the procedural requirements that Council must follow in the development assessment process. Pursuant to s.60(3) of the *Planning Act 2016* (Qld), Council must decide whether to approve the proposal in full or in part, whether to impose conditions or to refuse the application.

The application has been assessed against the applicable assessment benchmarks, being the relevant provisions of the South West Regional Plan and the Quilpie Shire Planning Scheme. The proposal is generally consistent with the relevant assessment benchmarks. The proposed development will expand the existing facilities in Quilpie for active sport and recreation activities and does not impact the ongoing useability of outdoor playing spaces on the site.

Approval is recommended subject to conditions addressing compliance with relevant servicing and engineering standards and amenity protection. The decision is compatible with the *Human Rights Act 2019* (Qld). No unmanaged legal risks arise from this report.

RESOLUTION NO: (QSC112-04-26)

Moved: Cr Lyn Barnes

Seconded: Cr Milan Milosevic

That Council

1. Receive this report; and

2. Pursuant to s.60 of the *Planning Act 2016* (Qld), the development application for a Material Change of Use to establish Indoor Sport and Recreation (Extension to existing gym and indoor playing courts) and Office on land situated at Brolga Street, Quilpie, formally described as Lot 3 on Q68045, subject to the listed conditions and general advice.

Conditions

Table 1 Approved conditions

No.	Category	Condition																											
1	General	The approved development is a Material Change of Use – “Indoor Sport and Recreation” and “Office” as defined in the Planning Scheme and as shown on the approved plans.																											
2	General	A development permit for building works must be obtained prior to commencing construction of the use.																											
3	Compliance	All conditions relating to the establishment of the approved development must be fulfilled prior to the approved use commencing, unless otherwise noted within these conditions.																											
4	Compliance	Prior to the commencement of use, the applicant shall contact Council and arrange a development compliance inspection.																											
5	Approved Plans	<p>All works and operations are to be carried out generally in accordance with the approved plans listed in the following table. Where the approved plans conflict with the Assessment Manager’s conditions, the Assessment Manager’s conditions shall take precedence.</p> <table border="1"> <thead> <tr> <th>Plan Number</th> <th>Plan Name</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>A.100, Issue P2</td> <td>Site Plan</td> <td>15.DEC.2025</td> </tr> <tr> <td>A.200, Issue P2</td> <td>Whole Complex Floor Plan</td> <td>15.DEC.2025</td> </tr> <tr> <td>A.201, Issue P6</td> <td>Addition 1 Floor Plans</td> <td>15.DEC.2025</td> </tr> <tr> <td>A.202, Issue P1</td> <td>Addition 2 Ground Floor Plan</td> <td>24.NOV.2025</td> </tr> <tr> <td>A.203, Issue P1</td> <td>Addition 2 Mezzanine Floor Plan</td> <td>24.NOV.2025</td> </tr> <tr> <td>A.300, Issue P2</td> <td>Whole Complex Elevations</td> <td>15.DEC.2025</td> </tr> <tr> <td>A.301, Issue P3</td> <td>Addition 1 Elevations</td> <td>15.DEC.2025</td> </tr> <tr> <td>A.302, Issue P1</td> <td>Addition 2 Elevations</td> <td>15.DEC.2025</td> </tr> </tbody> </table>	Plan Number	Plan Name	Date	A.100, Issue P2	Site Plan	15.DEC.2025	A.200, Issue P2	Whole Complex Floor Plan	15.DEC.2025	A.201, Issue P6	Addition 1 Floor Plans	15.DEC.2025	A.202, Issue P1	Addition 2 Ground Floor Plan	24.NOV.2025	A.203, Issue P1	Addition 2 Mezzanine Floor Plan	24.NOV.2025	A.300, Issue P2	Whole Complex Elevations	15.DEC.2025	A.301, Issue P3	Addition 1 Elevations	15.DEC.2025	A.302, Issue P1	Addition 2 Elevations	15.DEC.2025
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6	Development Works	During the course of constructing the works, the developer shall ensure that all works are carried out by appropriately qualified persons and the developer and the persons carrying out and supervising the work shall be responsible for all aspects of the works, including public and worker safety, and shall ensure adequate barricades, signage and other warning devices are in place at all times.																											
7	Development Works	The developer is responsible for locating and protecting any Council and public utility services, infrastructure and assets that may be impacted on during construction of the development. Any damage to existing infrastructure (kerb, road pavement, existing underground assets, etc.) that is attributable to the progress of works on the site or vehicles associated with the development of the site shall be immediately rectified in accordance with the asset owners’ requirements and specifications and to the satisfaction of the asset owners’ representative(s).																											
8	Development Works	All works on or near roadways shall be adequately signed in accordance with the “Manual for Uniform Traffic Control Devices – Part 3, Works on Roads”.																											
9	Applicable Standards	All works must comply with:																											

		<p>a) the development approval conditions;</p> <p>b) any relevant Acceptable Solutions of the applicable codes of the planning scheme for the area;</p> <p>c) Council's standard designs for such work where such designs exist;</p> <p>d) any relevant Australian Standard that applies to that type of work.</p> <p>Despite the requirements of paragraphs a-d above, Council may agree in writing to an alternative specification. This alternative specification prevails over those specified in paragraphs a-d in the event of any inconsistency.</p> <p>The developer must also ensure that any works do not conflict with any requirements imposed by any concurrence lawful requirements outside those stated above.</p>
10	Stormwater Drainage	<p>Stormwater drainage is to be provided in accordance with:</p> <p>a) Queensland urban drainage manual, 3rd Edition, Queensland Department of Energy and Water Supply, 2013; and</p> <p>b) Pilgrim, DH, (ed)., Australian Rainfall & Runoff – A Guide to Flood Estimation, Institution of Engineers, Australia, Barton, ACT, 1987.</p>
11	Stormwater Drainage	<p>Stormwater must not be discharged to adjoining properties and must not pond on the property being developed, or adjoining properties during the development process or after the development has been completed. The developer shall ensure that in all cases, discharge of stormwater runoff from the development drains freely to the legal point/s of discharge for the development.</p>
12	Stormwater Drainage	<p>There must be no increases in any silt loads or contaminants in any overland flow from the property being developed during the development process and after the development has been completed.</p>
13	Stormwater Drainage	<p>The stormwater disposal system must be designed to include appropriate pollution control devices or methods to ensure no contamination or silting of creeks or other waterways.</p>
14	Avoiding Nuisance	<p>No nuisance is to be caused to adjoining properties and occupiers by the way of noise smoke, dust, rubbish, contaminant, stormwater discharge or siltation at any time.</p>
15	Avoiding Nuisance	<p>Dust emanating as result of activities carried out onsite (both during construction and post construction) must be continually monitored and suppressed in order to prevent any dust drifting onto road networks and nearby properties and sensitive land uses.</p>
16	Avoiding Nuisance	<p>All lighting shall be directed or shielded so as to ensure that no glare directly affects nearby properties.</p>
17	Avoiding Nuisance	<p>The area and its surrounds shall be kept in an orderly fashion, free of rubbish and clear of weeds and long grasses. The approved development and the premises are to be maintained in a clean and tidy condition and not to pose any health and safety risks to the community.</p>
18	Avoiding Nuisance	<p>Unless otherwise approved in writing by the Council, approved hours of construction are restricted to Monday – Saturday 6.30am to 6.30pm – noise permitted. Work or business which causes audible noise must not be</p>

		conducted from or on the subject land outside the above times or on Sundays or Public Holidays.
19	Avoiding Nuisance	Noise emissions from the development shall not cause environmental harm of nuisance to adjoining properties or “Sensitive Land Uses” in accordance with the Environmental Protection (Noise) Policy 2008.
20	Avoiding Nuisance	Air emissions from the development shall not cause environmental harm of nuisance to adjoining properties or “Sensitive Land Uses” in accordance with the Environmental Protection (Air) Policy 2008.
21	Waste Management	All waste generated from construction of the premises must be effectively controlled on-site before disposal. All waste must be disposed of in accordance with the <i>Waste Reduction and Recycling Act 2011</i> .
22	Waste Management	All waste generated on-site must be managed in accordance with the waste management hierarchy as detailed in the Waste Reduction and Recycling Act 2011.
23	Refuse Storage	Adequate refuse storage areas and facilities must be provided on the site to service the approved development.
24	Refuse Storage	At all times while the use continues, waste containers shall be provided on the site and maintained in a clean and tidy state and emptied, and the waste removed from the site on a regular basis. All waste containers are to be located in a convenient and unobtrusive position and shielded from the view of users of the premises, travelling public and neighbours, and accessible by the vehicles used by Council, its agents and/or others.
25	Refuse Storage	All waste generated on-site must be managed in accordance with the waste management hierarchy as detailed in the <i>Waste Reduction and Recycling Act 2011</i> .
26	Access and Manoeuvring	The landowner is responsible for the construction and maintenance of vehicle crossovers from the road carriageway to the property boundary and for obtaining any approvals that may be required, and for complying with the applicable designs and standards. Should any damage be caused at the approved access locations, it is the landowner’s responsibility to ensure this is reinstated. Any repair works are to be undertaken in consultation with Council and at the landowner’s expense.
27	Access and Manoeuvring	All vehicle movements within the site are to be clear of proposed parking areas, buildings and landscape treatments. Vehicle parking bays must not encroach into swept paths for vehicle movements onsite.
28	Access and Manoeuvring	All vehicles entering and exiting the development site must be able to enter and leave in forward direction. Reversing out of the development site is not permitted. Vehicle manoeuvres in this regard are to be totally contained within the development site boundaries.
29	Access and Manoeuvring	Car parking and manoeuvring areas are to be designed in accordance with: a) AS2890.1 – Parking Facilities; b) Austroads AP-34/95 - Design Vehicles and Turning Path Templates; and c) The ‘Access to Premises Standard’ (Vol 1 of the National Construction Code).
30	Earthworks	During construction, erosion controls and silt collection measures are to be put in place to protect environmental values and mitigate potential impacts to adjoining properties and roadways.

31	Provision of Services	The development must be connected to Council's reticulated water supply system in accordance with the applicable Water Services Association of Australia (WSAA) publication, at no cost to Council.
32	Provision of Services	The development must be connected to Council's reticulated sewerage disposal system in accordance with the applicable Water Services Association of Australia (WSAA) publication, at no cost to Council.
33	Provision of Services	The development must be connected to an adequate electricity supply system in accordance with the relevant building standards, requirements and specifications (as relevant).
34	Provision of Services	If the premises is connected to a telecommunications service, then such works shall be undertaken in accordance with the relevant service provider's requirements and specifications along with relevant building standards, requirements and specifications (as relevant).
35	Provision of Services	All services installation connections to the respective networks, must comply with (i) the development approval conditions, (ii) any relevant provisions in the planning scheme for the area, (iii) Council's standard designs for such work where such design exist, (iv) any relevant Australian Standard that applies to that type of work and (v) any alternative specifications that Council has agreed to in writing and which the development must ensure do not conflict with any requirements imposed by any applicable laws and standards.
36	Advertising Signage	Any advertising signage associated with the approved use must be fully contained within the development site boundaries and must not encroach on adjoining properties or roads.
37	Advertising Signage	Any free standing advertising signage or structure constructed on the subject site shall be designed by an RPEQ (Structural) Engineer and certification provided for both design and construction.
38	No cost to Council	The developer is responsible for meeting all costs associated with the approved development unless there is specific agreement by other parties, including the Council, to meeting those costs. This includes toe costs of any services and infrastructure required in connection with the establishment of the development.
39	Latest Versions	Where another condition refers to a specific published standard, manual or guideline, including specifications, drawings, provisions and criteria within those documents, that condition shall be deemed as referring to the latest versions of those publications that are publicly available at the time the first operational works or compliance approval is lodged with the assessment manager or approval agency for those types of works to be performed or approved, unless a regulation or law requires otherwise.
40	Application Documentation	It is the developer's responsibility to ensure all entities associated with this Development Approval have a legible copy of the Decision Notice and the Approved Plans and Approved Documents bearing 'Council Approval'.

Table 2 General Advice

No.	Category	Condition
(a)	Relevant Planning Scheme	The relevant planning scheme for this development is the Quilpie Shire Planning Scheme. All references to the 'Planning Scheme' and 'Planning Scheme Schedules' within these conditions refer to this planning scheme.
(b)	Definition	In the Planning Scheme: Indoor Sport and Recreation means "Premises used for leisure, sport or recreation conducted wholly or mainly indoors.

		<p>Office means “Premises used for an administrative, secretarial or management service or the practice of a profession, where no goods or materials are made, sold or hired and where the principal activity provides for one or more of the following:</p> <ul style="list-style-type: none"> • business or professional advice • service of goods that are not physically on the premises • office based administrative functions of an organisation.
(c)	Duty of Care	All Aboriginal Cultural Heritage in Queensland is protected under the <i>Aboriginal Cultural Heritage Act 2003</i> and penalty provisions apply for any unauthorised harm. Under the legislation a person carrying out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal Cultural Heritage. This applies whether or not such places are recorded in an official register and whether or not they are located in, on or under private land. The developer is responsible for implementing reasonable and practical measures to ensure the Cultural Heritage Duty of Care Guidelines are met and for obtaining any clearances required from the responsible entity.
(d)	Environmental harm	The <i>Environmental Protection Act 1994</i> states that a person must not carry out any activity that causes, or is likely to cause, environmental harm unless the person takes all reasonable and practicable measures to prevent or minimise the harm. Environmental harm includes environmental nuisance. In this regard, persons and entities involved in the operation of the approved works are to adhere to their ‘general environmental duty’ to minimise the risk of causing environmental harm to adjoining premises.
(e)	Necessary Permits	It is the responsibility of the developer to obtain all necessary permits and submit all necessary plans to the relevant authorities for the approved use.
(f)	Future changes	In completing an assessment of the proposed development, council has relied on the information submitted in support of the development application as true and correct. Any change to the approved plans and documents may require a new or changed development approval. It is recommended that the applicant contact council for advice in the event of any potential change in circumstances.

5/0

12.2 DILLON'S WELL RESERVE - REQUEST FOR EXTENSION OF AGISTMENT

EXECUTIVE SUMMARY

An application has been received from Scott and Mel Edwards to extend the agistment of cattle on Dillon's Well Reserve.

RESOLUTION NO: (QSC113-04-26)

Moved: Cr Tony Lander

Seconded: Deputy Mayor Roger Volz

That Council:

1. Acknowledges receipt of the request from Scott and Mel Edwards to extend the agistment of 40-50 heifers on Dillon's Well Reserve until 31 May 2026;

-
2. Notifies the applicant that no further extension will be provided past 31 May, 2026; and
 3. Approves the extension of agistment in accordance with Council's Schedule of Fees and Charges.

5/0

13 CORPORATE SERVICES

13.1 ACCEPTABLE REQUEST GUIDELINE POLICY

EXECUTIVE SUMMARY

The Acceptable Request Guidelines Policy has been reviewed after the Organisational Structure was reviewed and a new structure adopted in February 2026. The Policy has been updated to align with the relevant positions in the structure.

RESOLUTION NO: (QSC114-04-26)

Moved: Cr Milan Milosevic
Seconded: Deputy Mayor Roger Volz

1. That Council adopt the Acceptable Request Guidelines Policy.

5/0

12:59 pm Sharon Frank left the meeting.

1:00 pm Sharon Frank returned to the meeting.

1:00 pm Mwewa Chisenga joined the meeting.

13.2 FINANCIAL SERVICES REPORT MONTH ENDED 31 MARCH 2026

EXECUTIVE SUMMARY

The purpose of this report is to present the Monthly Finance Report for the period ending 31 March 2026, in accordance with section 204 of the *Local Government Regulation 2012* (Qld).

The report provides a summary of Council's financial performance against the adopted budget, including operating results, revenue and expenditure, capital activity, and cash and investment positions.

It is recommended that Council receive and note the Monthly Finance Report for the period ending 31 March 2026.

RESOLUTION NO: (QSC115-04-26)

Moved: Cr Milan Milosevic
Seconded: Cr Tony Lander

That Council receive and note the Monthly Finance Report for the period ending 31 March 2026.

5/0

1:11 pm Mwewa Chisenga left the meeting.

14 OFFICE OF THE CEO**14.1 MODEL MEETING PROCEDURES — ADOPTION OF VERSION 1.08 (MARCH 2026)****EXECUTIVE SUMMARY**

Queensland Parliament passed the *Local Government (Empowering Councils) and Other Legislation Amendment Act 2026*. It received assent on 11 March 2026. The Act amended the *Local Government Act 2009* (Qld) (LGA), including the mayor's extra responsibilities under section 12(4).

The Department of Local Government, Water and Volunteers updated the Model Meeting Procedures to version 1.08 in response. The Director-General wrote to the Chief Executive Officer (ref: CTS 04059/26) advising of the update and the need to adopt the new version.

Version 1.08 makes two changes. First, it updates the chairperson provisions to reflect the amended section 12(4). Second, it expressly states that the mayor is the official spokesperson for the local government. All other provisions remain unchanged.

Sections 150F and 150G of the LGA require Council to adopt the Model Meeting Procedures. It is recommended that Council adopt version 1.08.

RESOLUTION NO: (QSC116-04-26)

Moved: Cr Milan Milosevic

Seconded: Cr Lyn Barnes

1. That Council resolve to adopt the Model Meeting Procedures version 1.08 (March 2026), issued by the Department of Local Government, Water and Volunteers pursuant to section 150F of the *Local Government Act 2009* (Qld), for the conduct of all ordinary meetings, special meetings, and committee meetings of Quilpie Shire Council, effective immediately.

5/0

15 CONFIDENTIAL ITEMS**RECOMMENDATION**

In accordance with the provisions of section 254J(3) of the *Local Government Regulation 2012*, that Council resolve to close the meeting to the public at 1:16 to discuss a confidential item that its Councillors consider is necessary to close the meeting.

In accordance with Section 254J(3) of the *Local Government Regulation 2012*, the following table provides:

- (a) the matter that is to be discussed; and
- (b) an overview of what is to be discussed while the meeting is closed.

Agenda Item	Reasons Matters to be discussed (to close the meeting under the <i>Local Government Regulation 2012</i>)	Overview
15.1 Application for Payment Arrangement - Assessments 00886-00500-000, 00886-00610-	(d) rating concessions;	The purpose of this report is present a proposed payment arrangement from the applicant

000, 00886-00620-000, 00886-00630-000 and 00886-00640-000		(ratepayer) with outstanding rates for assessments 00886-00500-000, 00886-00610-000, 00886-00620-000, 00886-00630-000 and 00886-640-000.
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MOVE INTO CLOSED SESSION

RESOLUTION NO: (QSC117-04-26)

Moved: Deputy Mayor Roger Volz
 Seconded: Cr Tony Lander

That Council moves into closed session at 1:16 pm.

5/0

MOVE OUT OF CLOSED SESSION

RESOLUTION NO: (QSC118-04-26)

Moved: Deputy Mayor Roger Volz
 Seconded: Cr Lyn Barnes

That Council moves out of closed session and resumes the Ordinary Meeting at 1:23 pm.

5/0

15.1 APPLICATION FOR PAYMENT ARRANGEMENT - ASSESSMENTS 00886-00500-000, 00886-00610-000, 00886-00620-000, 00886-00630-000 AND 00886-00640-000

EXECUTIVE SUMMARY

The purpose of this report is present a proposed payment arrangement from the applicant (ratepayer) with outstanding rates for assessments 00886-00500-000, 00886-00610-000, 00886-00620-000, 00886-00630-000 and 00886-640-000.

RESOLUTION NO: (QSC119-04-26)

Moved: Cr Milan Milosevic
 Seconded: Deputy Mayor Roger Volz

1. That Council decline the ratepayer's proposal for a payment arrangement on the terms outlined in their correspondence.

5/0

1:24 pm Corey Richards joined the meeting.

16 LATE ITEMS**16.1 RFQL 35 25-26 QUILPIE SWIMMING POOL RESURFACING****EXECUTIVE SUMMARY**

This report recommends awarding RFQL 35 25-Quilpie Swimming Pool Resurfacing to Fibreglaze Products Pty Ltd.

The project involves the resurfacing of the 10-meter hydro pool, the 25-meter swimming pool and the kiddies splash area at the Quilpie Aquatic Centre.

One conforming submission was received from a pre-qualified supplier. Following evaluation and negotiation, Fibreglaze Products Pty Ltd achieved the highest weighted score and submitted the most advantageous offer to Council, demonstrating value for money and proven capability.

RESOLUTION NO: (QSC120-04-26)

Moved: Deputy Mayor Roger Volz

Seconded: Cr Milan Milosevic

That Council:

1. Award RFQL 35 25-26 Quilpie Swimming Pool Resurfacing to Fibreglaze Products Pty Ltd for an amount of \$769,862.50 including GST (\$699,875.00 excluding GST); and
2. Pursuant to the *Local Government Act 2009* (Qld) section 257, delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

In Favour: Crs Ben Hall, Roger Volz, Tony Lander and Milan Milosevic

Against: Cr Lyn Barnes

4/1

16.2 RFQM 10 25-26 OUTBACK CAR HIRE**EXECUTIVE SUMMARY**

This report recommends awarding RFQM 10 25-26 Outback Car Hire to Outback Car Hire Pty Ltd.

The project involves developing a car hire business in Quilpie, with access to Council-owned vehicles from its fleet for dry hire.

Two conforming submissions were received from the invited tenderers. Following the evaluation, Outback Car Hire Pty Ltd achieved the highest weighted score and submitted the most advantageous offer to the Council, demonstrating high-level business understanding and proven capability.

RESOLUTION NO: (QSC121-04-26)

Moved: Cr Lyn Barnes

Seconded: Cr Milan Milosevic

That Council:

1. Select Outback Car Hire Pty Ltd as the successful supplier for RFQM 10 25-26 Outback Car Hire; and
2. Pursuant to the *Local Government Act 2009* (Qld) s.257, delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

5/0

2:04 pm Corey Richards left the meeting.

2:10 pm Lisa Hamlyn left the meeting.

2:12 pm Lisa Hamlyn returned to the meeting.

17 GENERAL BUSINESS

Councillors were invited to raise any matters they wished to discuss. Matters raised included:

Cr Volz raised the need to make contact with the Bureau of Meteorology around the need for an automatic weather station (rainfall, wind speed etc) in Quilpie. CEO to make contact with the BOM Weather Radar Team to see if this capability will exist in the future radar, if not Mayor Hall will write to the Minister.

Cr Volz raised concern regarding signage displayed in the Council Administration Building public toilets, which attributes the absence of soap and paper towel to vandalism. Cr Volz expressed concern with the wording of the signage. The CEO referred the matter to Director Infrastructure Services Eng Lim for Town Services to review.

Cr Volz raised concern regarding the condition of the Diamantina Developmental Road on the eastern approach to Cheepie (roughly 85 km from Quilpie), noting ongoing bitumen edge deterioration that has worsened over time and poses a risk to heavy vehicles including road trains. The matter was referred to Director Infrastructure Services Eng Lim.

Cr Barnes raised the impact of Lake Eyre Basin legislation on oil, gas, and mineral exploration within the Shire, citing Geosciences Australia data as evidence. Cr Barnes called for a meeting with the Premier of Queensland, the Hon David Crisafulli. The CEO advised that correspondence had been forwarded to the Premier with no response received to date. Council are also undertaking media on the matter commencing 22 April 2026.

Cr Barnes raised the Eromanga Refinery expansion advocacy. The CEO advised that Council's correspondence and media release had been issued with limited response from IOR or their media team despite multiple attempts to engage. Cr Barnes reaffirmed Council's position as a public advocate for the expansion.

Cr Barnes raised the matter of cattle on the Common, suggesting Council consider running steers rather than a breeding herd as a means of reducing operational costs including branding, bull purchases, and labour. It was agreed to place the matter on the agenda for a future Councillor Briefing Session to discuss the pros and cons and workshopping a formal policy.

Cr Barnes raised concern regarding the appearance of Brolga Street, stating that the whole streetscape looks drab, and suggested planting white petunias in the garden beds. The Mayor suggested consideration be given to replacing the lawn in the median strip garden beds with drought-tolerant ground cover alternatives to reduce ongoing maintenance requirements. Director Infrastructure Services Eng Lim to investigate planned works and report back to Council.

Cr Barnes suggested that the new Brolga sculpture installation, to be located at the front of the Council Administration Building as part of the forthcoming landscaping works, be dedicated to the late Char Speedy in recognition of her instrumental role in founding the Quilpie Cultural Society and her contributions to the cultural community over many years. Cr Barnes expressed the view that the dedication would serve as a lasting recognition of her legacy.

18 MEETING DATES

The next Ordinary Meeting of Quilpie Shire Council of Quilpie Shire Council will take place on Tuesday 19 May 2026 in the Quilpie Shire Council Boardroom, 50 Brolga Street, Quilpie commencing at 9:30 AM.

There being no further business the Mayor declared the meeting closed at 2:24 pm.

These minutes are to be confirmed at the next Ordinary Meeting. In accordance with the public notice of meetings published by Council, the next Ordinary Meeting will be held on Tuesday 19 May 2026 in the Quilpie Shire Council Boardroom, 50 Brolga Street, Quilpie commencing at 9:30 AM.

Unconfirmed

7 ITEMS ARISING FROM PREVIOUS MEETINGS

Nil

8 MAYORAL REPORT

Nil

9 COUNCILLOR PORTFOLIO REPORTS

Nil

10 OPERATIONAL STATUS REPORTS

10.1 INFRASTRUCTURE SERVICES STATUS REPORTS

10.1.1 INFRASTRUCTURE SERVICES STATUS REPORT

IX: 274986

Author: Eng Lim, Director Infrastructure Services

Authorisers: Justin Hancock, Chief Executive Officer

Attachments: 1. Proterra Group Monthly Progress Report - April 2026

KEY OUTCOME

Nil

EXECUTIVE SUMMARY

This report outlines the key activities and achievements of the Infrastructure Services Directorate for April 2026. It summarises the progress of major infrastructure projects, routine maintenance across the Shire, and the continuing delivery of flood-damage restoration works from the March 2025 rain event. Council operations have largely returned to business-as-usual, noting some delays of roadworks impacted by the more recent February 2026 rain event.

ACTION ITEMS

Nil

OPERATIONAL UPDATE

General

Council crews have resumed normal operations following recent rain disruptions. Road crews continue to provide assistance to Transport and Main Roads (TMR) on state-controlled road networks as required.

Roads

- **New Lockabie Road:** All major works have been completed, with the exception of the third concrete floodway, which will be delivered in the cooler months ahead. A Road Closure application for the Old Lockabie Road section was submitted to the Department of Natural Resources and Mines (DNRM). The recent response from DNRM on 5 May indicated that a Valuation and Inspection is required before the case can be finalised and that they are unable to give a timeframe on when State Valuation and Inspection Officers will be valuing and inspecting the proposed permanent road closure. Council officers will continue to follow-up with DNRM on this matter.
- **Baldy Top Walking Path:** Approximately 90% of works have been completed. The prefabricated footbridges were delivered on 25 February. Geotechnical testing at the bridge footing locations has been completed, with associated design work now near finalisation. Bridge installation is expected to be delay for completion until June or July, subject to weather conditions.
- **Emergent Roadworks due to February 2026 rain event:** Emergent works have been undertaken on various Council roads, including the more recent one on Congie Road in the second week of May 2026.

- **Arranfield Road:** Flood damage restoration works were completed by a local contractor. A Facebook post published on 21 April received strong community engagement, attracting 126 likes and seven shares across other private social media platforms which generated positive publicity for Quilpie Shire.

RMPC and TIDS works

- **RMPC:** One road crew is close to completing the maintenance works of State controlled road, Windorah Road and will then move to shoulder works on Quilpie-Thargomindah near Chainage 75.5 in June 2026.
- **New RMPC contract for FY26/27 and FY27.28:** A draft offer has been submitted to TMR on 5 May and is currently under review until 19 May. Council is then expected to submit final offer on 28 May 2026.
- **Adavale–Blackall Road (TIDS):** The continuous 6.5 km Adavale township to the intersection with Milo Road has been sealed. This completes the TIDS capital works program for the current financial year. Agreement has been reached with the TMR District Director for Council road crew to continue works on next year's TIDS section, progressing north, in coordination with flood damage works also performed by Council road crews.

Flood Damage Works

- **Council roads:** A detailed progress report for April 2026 is attached.
- **TMR roads:** Council was successful in its bid to undertake REPA works on Adavale–Blackall Road with formal award confirmation received on 13 February. Preliminary site works commenced in April. Material testing as well as gravel and water sourcing are ongoing.

Concrete and Structures

- **Concrete footpaths in Quilpie:** A local contractor has been awarded the works to construct several new footpaths along Buln Buln Street, Quarrion Street and Chulungra Street, including a short missing link on Chipu Street next to the Caravan Park. Works have commenced in late April, starting with the section on Quarrion Street next to St Finbarr's School.
- **Knot-a-Saurus footpath in Eromanga:** It has been determined that significant earthworks and landscape reinstatement works are required first due to the extensive damage caused by last year's flood event, which resulted in the loss of much of the surrounding landscape. As a result, installation of the footpath can only proceed in mid-June, subject to resources, or otherwise be carried over into the new financial year.
- **Eromanga pool:** There has been some delay in the installation of the shed by a local contractor, and the works is now expected to be completed by June.
- **Quilpie Loading Bay:** Reconstruction is 95% completed with the remaining jet patching works delayed to the end of May 2026 due to unavailability of the equipment from Murweh Shire.

Council Buildings and Facilities

- **66 and 72 Galah Street:** All landscaping and turfing works are completed. There is some minor modification required to some of the fencing.
- **Renovation works:**
 - Crews continue to work on unit 17 Gyrica Garden with ~ 3 weeks to completion
 - Work commenced at Donald Street in Eromanga on 18 May, while most works on 6 Neal St in Eromanga are completed with painting works remaining.

Water and Sewerage

The team continues to implement a preventative maintenance program to repair or replace assets before failure. This proactive approach is delivering positive results.

- **Sommerfield Road water main upgrade in Quilpie**
 - Additional resources including engaging local plumbing contractor will ensure practical completion of this project before end of this financial year.
- **Drinking Water Quality Management Plan (DWQMP)**
 - The draft DWQMP submitted to the regulator in January 2026 received a formal response via an Information Requirement Notice (IRN) on 30 March 2026, following a meeting on 4 March to discuss challenges associated with testing for PFAS and *Naegleria fowleri*.
 - Council is granted until 30 September 2026 to provide additional information requested under the IRN. Discussions occurred in April and May between Council officers with the regulator as well as between officers and the consultants in order to address this matter.

Town Services

In addition to routine activities such as mowing, watering, whipper-snipping, waste management, and cleaning of public amenities, the crew were heavily engaged supporting a high volume of community events and functions. Activities included venue setup and pack-down, cleaning, delivery of tables, chairs and bins.

The team supported several events and operations in April including:

- Toompine Easter Gunshoot
- Eromanga Rodeo
- Rainbow Gateway event at the Supper Room
- ANZAC events at the Quilpie Cemetery, Bob Young Memorial Park and Quilpie Shire Hall
- Staff BBQ event at the Bowling Club

Aerodromes

- Quilpie
 - Tender release for the runway upgrade works is being planned for 15 May 2026 with a closing date on 22 June.
- **Toompine**
 - A local contractor engaged for the fencing installation under Remote Airports Upgrade Program (RAUP) Round 11 completed the works in the third week of March 2026, ahead of schedule as stipulated in the grant agreement.
 - A progress report has been submitted on 10 April to the Department of Industry, Science and Resources to support an earlier release of the next progress payment which has been remitted to Council on 28 April.

CONSULTATION (Internal/External)

Not applicable.

LEGAL IMPLICATIONS

Nil.

FINANCIAL AND REVENUE IMPLICATIONS

All activities are being delivered within Council's approved budget.

RISK MANAGEMENT IMPLICATIONS

Risks are being managed in accordance with Council's Risk Management Policy and Framework.



MONTHLY PROJECT REPORT
APRIL 2026


QUILPIE SHIRE COUNCIL
DRFA – FLOOD RESTORATION PROJECTS

March 2025 Event - Emergent Works Completed

March 2025 Event - REPA Construction phase progressing

February 2026 Event - Emergent Work

AMENDMENT, DISTRIBUTION and APPROVAL

ISSUE	AUTHOR	REVIEWER	APPROVED FOR ISSUE		
			NAME	SIGNATURE	DATE
1	Peter Polizzi	David Bell	Peter Polizzi		5/05/26

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Proterra Group Pty Ltd

31 Glasser Street (PO Box 1273) Goondiwindi QLD 4390

2 Aubigny Street (PO Box 208) Toowoomba QLD 4350

E: admin@proterragroup.com.au

W: www.proterragroup.com.au

ABN: 82 626 886 771

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CONTRACT SUMMARY

Contract Number	RFQL13 24-25
Principal Representative's Delegate	PROTERRA GROUP
Project Manager	Peter Polizzi
Target Date for Practical Completion of March 2025 event works	30 June 2027
Target Date for Practical Completion of 23/24 event works	30 December 2026

FINANCIAL STATEMENT

Description	Status	Percentage Completed
2026-February event works Submissions		
Emergent Works	Works started	78%

Description	Status	Percentage Completed
2025-March event works Submissions		
Emergent Works	Completed	100%
Completed submissions Sub 90,76	Completed	100%
QSC.0071;72;73;74;75;76;77;78;79;80;81;82;83;84;85;86;88 and QSC.0090.0106,103 2425 QSC.	Approved	18%
QSC.0102,	Waiting for approval	95%

Event date	Percent Complete	Estimated Final Cost
4 January 2024	76%	\$12,852,077.00
March 2025	20%	\$80,000,000.00

FINANCIAL DISCUSSION

All funds for submissions approved by QRA have had the required upfront funds transferred to QSC.

For the November 2024 event, several roads were rolled over and reassessed, with the work being completed under current contracts as agreed with QRA. Costs to date on those submissions are being claimed in full from QRA.

VARIATIONS / SCOPE CHANGES

Stabilcorp Variations as per Council resolution (Flood Damage FD V1,V2,V4,V7; Council-funded Var V5 V6) are summarised in table below under section 6.2

PROGRAM

Following the March 2025 weather event, Proterra Group has progressed well with assessments across the network, and this section of the work is now complete. All known damages have been claimed under the QRA guidelines, except for the section on Adavale Charleville Rd Ch75.000 that remains inaccessible due to ongoing flooding. Plans are in progress to get testing conducted to ascertain damage and the way forward.

Notably Adavale Black Road, gravel works around Adavale and Napoleon Road are completed while construction has started on several roads, reconstructing damaged sections, including Old Charleville Road.

Several screening packages have also been issued under contract for the preparation of material for all the works. As this material becomes available, physical works will commence after a tender process.

EMERGENT WORK - February 2026 Rain Event

Following the Feb 2026 weather event the affected areas are currently being rectified to be made safe for public access. There have been multiple locations affected and we are progressing well to repair.

PROCUREMENT

6.1 UPCOMING TENDERS

- RFQL39 25-26 Flood Damage Old Thargomindah Road Pkg – tender release on the 15th of May 2026 with closing date on the 5th of June 2026.
- RFQL29 25-26 Flood Damage Keeroongooloo Road Gravel Pkg – tender release on the 12th of June 2026 with closing date on the 17th of July 2026.

March 2025 Event Completed Road List

Road Completed	Start Chainage	End Chainage	Sealed Road Gravel Road	Completion Date
Adavale Black Road	Ch 0.0	Ch 96.092	Seal and gravel Road	Nov 25 – March-26
Adavale Link Road	Ch 0.0	Ch 15.119	Gravel Road	October 2025
Adavale Airport Road	Ch 0.0	Ch 3.854	Gravel Road	October 2025
Adavale-Charleville Road	Ch 0.0	Ch 81.2	Seal and gravel Road	December 2025
Arranfield Road	Ch 0.0	Ch 4.3	Gravel Road	March 2026
Big Creek Road	Ch 0.0	Ch 61.4	Gravel Road	July 2025
Black Water Street Adavale	Ch 0.0	Ch 522	Seal and gravel Road	December 2025
Canaway Downs Road	Ch 0.0	Ch 36.4	Gravel Road	March 2026
Duck Creek Road	Ch 0.0	Ch 26.4	Gravel Road	July 2025
Humeburn Road	Ch 0.0	Ch 61	Gravel Road	July 2025
Mickinlay Street Adavale	Ch 0.0	Ch 1.44	Seal and gravel Road	October 2025
Mumberry Street	Ch 0.0	Ch .3	Seal and gravel Road	December 2025
Napoleon Road	Ch 0.0	Ch 27.5	Seal and gravel Road	December 2025
Nelson Street	Ch 0.0	Ch 1.1	Gravel Road	October 2025
Nickavilla Road	Ch 0.0	Ch 4.3	Gravel Road	October 2025
Nimboy Road	Ch 0.0	Ch 21	Gravel Road	November 2025
Old Charleville Road	Ch 0.0	Ch 96	Gravel Road	April 2026
Onion Creek Road	Ch 0.0	Ch 19.3	Gravel Road	December 2025
Patrica Park Road	Ch 0.0	Ch 10.6	Gravel Road	December 2025
Rosella Road	Ch 0.0	Ch .7	Seal and gravel Road	December 2025
Shepherd Street	Ch 0.0	Ch.3	Seal and gravel Road	December 2025
Trinidad Road	Ch 0.0	Ch 93.7	Gravel Road	December 2025
Wareo Road	Ch 0.0	Ch 35.4	Gravel Road	December 2025

6.2 TENDERS/QUOTES AWARDED- March 2025 Event Works

Tender	Contractor	Total (incl GST) & Variation	Status	Award Date
RFQL01 25-26 FD Adavale Black Road Pkg	Travers	\$4,631,131.63	Completed	28 August 2025
RFQL04 25-26 FD Screening Tender – Old Charleville Rd Area	Tolbra Earthmoving and haulage	\$550,431.99	Completed	15 July 2025
RFQL05 25-26 FD Patricia Park Rd Pkg	APV Contracting	\$756,941.90	Completed	28 August 2025
RFQL14 25-26 FD Old Charleville Rd Pkg	SA Travers & SL Travers	\$2,806,443.68	Completed	28 October 2025
RFQL16 25-26 FD Napoleon Rd Pkg	APV Contracting	\$688,176.62	Completed	28 October 2025
RFQL17 25-26 FD Quilpie Screening -Part 1	Tolbra Earthmoving and haulage	\$1,752,341.02	20% complete	28 October 2025
RFQL20 25-26 FD Sealed Road Reconstruction - Pkg 1	Stabilcorp Pty Ltd	\$2,222,414.31	87% complete	28 October 2025
RFQL21 25-26 FD Quilpie Screening-Part 3	APV Contracting	\$2,204,367.41	15% complete	19 November 2025
RFQL22 25-26 FD Quilpie Screening-Part 4	APV Contracting	\$1,813,047.56	40% complete	19 November 2025
RFQL22 25-26 FD Quilpie Screening-Part 4 Variation 01	APV Contracting	Original contract value \$1,813,047.56 V1 \$202,898.12 New Contract value \$2,015,945.67	40% complete	30 April 2026
RFQL06 25-26 Flood Damage Tobermory Area Screening	APV Contracting	\$1,666,108.62	89% complete	17 December 2025
RFQL25 25-26 Flood Damage	APV Contracting	\$930,316.20	Completed	17 December 2025

Tender	Contractor	Total (incl GST) & Variation	Status	Award Date
RFQL27 25-26 Flood Damage Trinidad Road	APV Contracting	\$3,311,064.25	90% complete	29 January 2026
RFQL20 25-26 Variations 1 & 2	Stabilcorp Pty Ltd	\$561,488.73	Work has not commenced.	29 January 2026
RFQL20 25-26 - Various Variations	Stabilcorp Pty Ltd	Original: \$2,222,414.3 V04- \$61,821.08 V05- \$119,664.00 V06 - \$15,308.00 V07- \$180,443.20 V08 - \$105,079.28 New Contract: \$3,148,196.43	Work has not commenced.	29 January 2026
RFQL23 25-26 Ambathalla Road Pkg	SA Travers & SL Travers	\$2,883,040.18	3% Complete	17 February 2026
NVP-01 Kyabra Road Drainage Pkg	Stu Bowen	\$923,421.25	Work has not commenced.	10 March 2026
Arranfield Road Pkg	Stu Bowen	\$131,360.00	Completed	Quote
RFQL30-25-26 Tobermory Gravel Pkg	APV Contracting	\$7,357,623.90	Work has not commenced.	18 March 2026

6.3 GRAVEL SCREENING

RFQL17 has also been awarded to Tolbra Earthmoving and Haulage, where works have commenced on Trinidad Road and is ongoing currently.

RFQL21 was awarded to APV Contracting, and work has started near Toompine.

RFQL22 was awarded to APV Contracting. Work commenced Jan 2026.

RFQL06 was awarded to APV Contracting. Work commenced Jan 2026.

6.4 ROAD PACKAGES

RFQL14 Old Charleville Rd was awarded to SA Travers & SL Travers. Completed.

RFQL25 Canaway Downs Rd was awarded to APV Contracting. Completed.

RFQL23 25-26 Flood Damage Ambathalla Road Package awarded to SA Travers & SL Travers. Work has commenced.

RFQL20 25-26 Contract with Stabilcorp. Works commenced last year.

RFQL27 25-26 Trinidad Road package was awarded to APV Contracting. Work has commenced.

Arranfield Road Pkg awarded to Stu Bowen. Works completed in March 2026.

NPV-01 Kyabra Drainage Pkg was awarded to Stu Bowen work has commenced.

RFQL30 25-26 Tobermory gravel package was awarded to APV Contracting. Work has not commenced.

6.5 WATER ISSUES

Recent rain falls from the February rain event (18/2/26) will help with this issue.

A program is in place to signpost approved water sources that are subject to agreements between local landowners and Quilpie Shire Council (QSC).

The current works program for March 2025 will be tendered to secure access to water resources until sufficient rainfall occurs. Where water sources are unavailable, water cartage will be required as the only viable option to support the works program.

QRA LIAISON

Since the March 2025 event, officers from the Queensland Reconstruction Authority (QRA) have visited Quilpie on several occasions to assist Council in fast-tracking damage assessments and progressing funding approvals associated with that event.

The latest meeting was held on 16th April 2026 at Quilpie Depot between Regional Liaison Officer RLO, Jai Green with Justin Hancock (CEO), Eng Lim (Director Infrastructure Services) Peter Polizzi (Project Manager, Proterra Group) to review progress and discuss outstanding submissions. Discussion to put a bore at Mt Howitt to relieve water issues. The March 2025 program is currently progressing well.

A follow-up meeting has been scheduled for 14th May 2026 at 2:00pm with Jai Green.

Council has also kept QRA informed of the recent February 2026 rainfall event and its impacts, ensuring early visibility of potential damage and funding implications.

NEW EMERGENT WORK - February 2026 Rain Event

On 11 February 2026, Quilpie Shire experienced a significant rainfall event, with some locations recording more than 180mm overnight. Storms and heavy rainfall impacted multiple areas across the Shire and surrounding regions.

Since Quilpie Shire does not have a local weather radar, it has been challenging to accurately determine the precise locations and intensity of rainfall across the network. The event resulted in temporary road closures, with access to Adavale, Quilpie, and Thargomindah cut off due to flooding.

Council crews have been working closely with Proterra to inspect, document, and prioritise damage across the affected road network. Engagement is ongoing with impacted landholders to identify the most severely affected areas and ensure works are undertaken to rectify hazards and restore safe access as quickly as practicable.

Council continues to provide regular updates to the community regarding affected roads and locations via the Council dashboard, social media platforms, and direct phone communication.

PHOTOS

RFQL21 25-26 - Gravel Screening Pkg by APV Old Thargominda Road
Photos below.



RFQL06 25-26 - Gravel Screening Pkg APV Ingerberry Road Ch 42
Photos below.



RFQL06 25-26 – Start of Gravel Screening Pkg APV Ingerberry Road
Ch 14 Photos below.



RFQL 17 25-26 Tolbra - Screening Works

Photos below show Tolbra screening on Cheepie-Adavale Road Ch 11.



Photos below show Tolbra gravel pushing at Beltram Park



RFQL27 25-26 Trinidad Road package by APV. Photos Below.



RFQL23 25-26 Ambathalla Road pkg Mascott. Photos below.



Photo Below of Blackwater Cr 1km east of Adavale - Rain event 18th Feb 2026.



Photo above of Ambathalla Lakes Crossing.

Photo below of flight over Adavale near Milo Road.



Photo below of Gooyea Road excess silt.



Photo below is the Bulloo River in Quilpie 18/2/26.



Photo below Gumbardo Creek.



Emergent work Required Feb 2026



Photo above Telephone Bore Road Ch 25,590



Photo above Telephone Bore Road Ch 25,590

Emergent work Required Feb 2026 Photos below of Cooma Road.

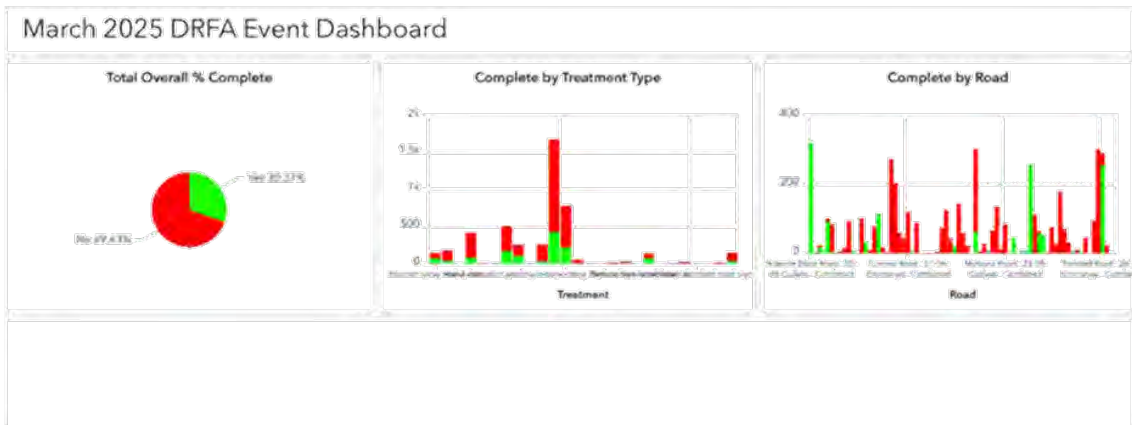


Photo below of Kyabra Road.



Link to View below

<https://proterrapg.maps.arcgis.com/apps/dashboards/691f6bb3309545ee95f9d5177b299597>



APPENDIX A – MAP



10.2 COMMUNITY AND BUSINESS DEVELOPMENT STATUS REPORTS

10.2.1 COMMUNITY AND BUSINESS DEVELOPMENT STATUS REPORT

IX: 274738

Author: Corey Richards, Deputy Director of Community and Business Development

Authorisers: Justin Hancock, Chief Executive Officer

Attachments: Nil

KEY OUTCOME

Nil

EXECUTIVE SUMMARY

Updates on the Community and Business Development Directorate activities for April. Throughout this month, various meetings on Drought and agricultural planning were held in the Council Chambers. Projects are on track, including the Car Hire Lease being negotiated and the Destination Management and Economic Development Plans having the successful tenderer appointed. NBN held impromptu events in Quilpie to engage with potential users and raise awareness of NBN fibre to the premises.

Community Health and Wellbeing Programs remain well-engaged, but service attraction remains a challenge. Preparations are being made for the 30th of May Health Expo at Baldy Top.

ACTION ITEMS

There are no outstanding action items arising from previous Council resolutions in relation to this report.

OPERATIONAL UPDATE

Community and Business Development

[Drought Resilience Plan Workshop](#)

The State and Australian Governments have formally approved the South West Queensland Regional Drought Resilience Plan, and implementation planning is underway to translate priority actions into fundable projects. Regional Development Australia Darling Downs and South West (RDADDSW) and the University of Southern Queensland (UNISQ) are coordinating a series of roundtable workshops to gather stakeholder input and co-design project ideas to build long-term drought resilience. Quilpie host one of the workshops on Friday, 24 April, from 8:30 am to 12:30 pm, providing an opportunity for local stakeholders to contribute to regional priorities and implementation planning. Although it was not well attended locally, there was some good feedback from council and landholder engagement. Also in attendance were representatives from Regional and Rural Resilience (FRRR) and Australian Rural Leadership Foundation (ARLA)

[DPI Agri-tourism and Agri-Business Meeting](#)

On Tuesday, 29 April 2026, a meeting was held in the Council Chambers to discuss Agri-tourism opportunities in Quilpie Shire and the wider South West Queensland. Deputy Mayor Volz, Cr Barnes, and Acting Director Community and Business Development met with David Hickey and Mathew Johnston, both in Rural Economic Development with DPI. The discussions were primarily around planning, additional on-farm revenue, and the impacts related to this. The Council's recommendation

to DPI was to encourage them to develop inter-departmental relationships with Tourism and the Outback Queensland Tourism Association (OQTA) to bolster and advocate for the sub-industry.

NBN Drop-Ins

NBN held a casual drop-in at the Quilpie Shire Library on Monday, 20 April 2026, and a second one on the morning of 21 April at Unstable Coffee, which was well attended. NBN provided residents who engaged with their representatives a coffee FOC to check their address and see their eligibility. They engaged with 36 people the morning of the 21st and received some positive insight into uptake, adaptation, and also how already engaged users are finding the technology. NBN will be attending the September Quilpie Show to continue its advocacy for the community to engage with fibre-to-the-premises before the ADSL/Copper line connection is switched off permanently.

Car Hire Tender

Car Hire Select Tender closed with two (2) submissions being received on 10th April 2026. The tender revision process has been completed and is pending Council resolution in a separate council agenda item to progress. Finalisation of the Dry Hire Lease and terms through McCullough Robertson Lawyers has been completed and is ready for negotiation. Pending resolution, the project remains on track for delivery by 30 June.

Destination Management and Economic Development Plan

The tender for the Destination Management Plan (DMP) and Economic Development Plan (EDP) was released on the Vendor Panel on 10 February 2026 and closed on Friday, 04 March 2026. The twenty-one (21) responses were reviewed, and the tender was awarded to Sparrowly Group. An inception meeting will occur in the week of 18 May 2026. Currently, the program is set to commence in May and conclude in November, with consideration for consultation to be concurrently conducted with the upcoming planning scheme and other Council-led plans.

ANZAC Day Events

ANZAC Day events of 2026 followed Quilpie Shire's traditional service structure, with three events being held in Quilpie and the dawn service in Eromanga. All events were well attended, with numbers slightly down, which is attributed to tourists who generally attend the events. The catafalque party led by representatives of the 2/14th Light Horse Regiment was well received and once again added to the magnitude and seriousness of the service. Council thanks both Wendy Bodkin and Wendy Stennett for their commitment to playing the bagpipes at all three Quilpie services.

Health and Wellbeing Programs

Parenting Group Development

- First session held 8 April; future topics brainstormed.
- Next: finalise calendar and integrate Early Years resources.

Early Years Partnership (Dept of Education)

- Met with Director and Partnerships Facilitator (16 March).
- Resources and collaboration opportunities identified.

Quilpie Health Expo 2026

- Planning meetings held; site meeting scheduled 17 April.
- Logistics, volunteers, services, and formalities being finalised.

Last Aid – Palliative Care Workshop

- Session confirmed for 27 April; venue booked with fee waiver.

- Council supporting promotion and local engagement.

True Relationships and Reproductive Health

- Introductory meeting held; exploring Health Expo involvement.
- Teams meeting to be scheduled with Deputy Director.

CONSULTATION (Internal/External)

Chief Executive Officer

Executive Leadership Team

Director Community and Business Development

Council Staff

Community

Program Stakeholders

Local, State and Commonwealth Governments

LEGAL IMPLICATIONS

No legal impacts are noted that are relevant to this report.

FINANCIAL AND REVENUE IMPLICATIONS

Programs within this directive operate within the 2025-2026 Quilpie Shire Council budget.

RISK MANAGEMENT IMPLICATIONS

Programs are delivered in accordance with Council's Enterprise Risk Management Policy (G.11) and Framework (G.11-A).

OPERATIONAL STATUS REPORTS
PEST AND LIVESTOCK MANAGEMENT STATUS REPORTS

ORDINARY COUNCIL MEETING AGENDA

19 MAY 2026

10.2.2 PEST AND LIVESTOCK MANAGEMENT STATUS REPORTS

IX: 274880

Author: Damien McNair, Pest and Livestock Management Coordinator

Authorisers: Corey Richards, Deputy Director of Community and Business Development

Justin Hancock, Chief Executive Officer

Attachments: Nil

KEY OUTCOME

Nil

EXECUTIVE SUMMARY

This report outlines pest, livestock, and animal management activities undertaken during the reporting period, including wild dog and feral pig control, monitoring of commons and reserves, and enforcement activities under animal management legislation. Baiting programs were primarily focused on feral pigs, with targeted action also undertaken in response to reported wild dog activity. Commons and reserves remain in good condition, pest weed management and compliance inspections progressed as planned, and support continued for the Exclusion Fence Restitution Program and regional feral pig management planning. All activities were delivered within existing budgets, with no legal, financial, or material risk issues identified.

ACTION ITEMS

One ongoing animal complaint investigation was undertaken during the month.

OPERATIONAL UPDATE

Table 1 Wild dog scalps presented to Council 1 July 2025 to 30 April 2026

Property	No of Scalps			Amount of Payment
	Male	Female	Pups	
Plevna Downs	3	3	-	300.00
Moble Springs	2	4	-	300.00
Gumbardo	1	-	-	50.00
Boondook	2	-	-	100.00
Wakes Lagoon	1	-	-	50.00
Mt Margaret	1	1		100.00
Total	10	8	-	900.00

Table 2 Wild Dog Scalps – Comparative Data Table

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Male	51	42	82	12	27	13
Female	44	17	39	7	16	13
Pups	4	8	8	-	20	0
Total	99	67	129	19	63	26

Table 3 Commons and Reserves

Reserve	Condition	Notes
Quilpie Common	Good	Feed starting to dry off
Eromanga Common	Good	Maintaining good condition
Adavale Common	Good	Maintaining fair / good condition
Warrabin Lane	Good	Maintaining good condition
Dillon's Well	Good	Stock currently on extended agistment to August 2026. Condition holding.

Hot Spot Baiting

Hot spot baiting activities undertaken during the reporting period are summarised in Table 4, with meat bait quantities distributed across identified properties for the control of feral pigs.

Table 4 Hot Spot Baiting Information

Property	Dog	Pig	Meat Quantity
North Comonigin		✓	20kg
Wellclose		✓	200kg (Council) and Property 600kg = 800kg Total

Baiting programs are now primarily focused on feral pigs rather than wild dogs, in response to increasing evidence of feral pig activity across properties within the Quilpie Shire. However, a recent report has identified significant wild dog activity in the Mt Margaret area, with boundary lines and water points subsequently baited to address the issue.

A total of 116 control records for wild dogs have been submitted to FeralScan to date, eight were entered during the current reporting period (see Table 5).

Table 5 Submitted FeralScan Control Records

Month	Control Records Submitted to FeralScan
Prior entries	7
December 2024	2
January 2025	12
February 2025	48
March 2025	3
April 2025	2

Month	Control Records Submitted to FeralScan
May 2025	3
June 2025	8
July 2025	7
August 2025	0
September 2025	9
October 2025	1
November 2025	0
December 2025	1
January 2026	0
February 2026	0
March 2026	5
April 2026	8
Total	116

Pest Weed Management

Pest weed treatment activities undertaken during the reporting period are summarised in Table 6. Regular monitoring of weeds will continue as we enter the cooler months.

Table 6 - Pest Weed Management

Species	Location	Treatment
Parthenium	Wellclose	Sprayed some plants roadside
Coral Cactus	Quilpie Common	Cochineal bug was released onto plants on the Quilpie Common and town area again during April.

Local Laws

Selective Inspection Program

A Selective Inspection Program was undertaken during the week commencing 16 March 2026 in Quilpie Shire to inspect properties to ensure compliance with the *Animal Management (Cats and Dogs) Act 2008*, with particular focus on dog registrations and regulated dog provisions.

Table 3 Dog registration and compliance status, Quilpie Shire, as at 16 March 2026

Measure	Count
Dogs recorded in PCS Animal Management System	208
Declared regulated dogs	1
Dog registrations received since notice of Selective Inspection Program	23
Outstanding dog registrations according to the PCS Animal Management System	37

Note: The outstanding registrations figure may include animals that are no longer active but have not been reported to Council.

Animal Impoundments

Two dogs were continued to be impounded during this reporting period in accordance with the *Animal Management (Cats and Dogs) Act 2008* whilst an animal complaint investigation was in progress.

Stock Routes – Watering Facility Audits

There were no watering facility audits undertaken on Stock Routes within Quilpie Shire during this reporting period.

General

Exclusion Fence Restitution Program

The Pest and Livestock Management Coordinator continued to support the Exclusion Fence Restitution Program throughout this reporting period, working alongside the EFRP Team and Project Officer to promote the program to landholders within the Quilpie Shire.

Feral Pig Management

Biosecurity Queensland is developing a Feral Pig Management Plan for the Shire Rural Lands Officers Group (SRLOG) region. John Cuskelly and John Scriven from Biosecurity Queensland are leading the project. The plan aims to improve collaboration across a large area covering multiple local governments, land types, and agricultural enterprises.

To inform the plan, Biosecurity Queensland has asked stakeholders across the SRLOG area to identify assets in their area that require protection. The four asset categories are:

- **Agricultural** — broadacre cropping, lamb production, horticulture, and other agricultural activities
- **Environmental** — priority areas such as waterbird wetlands, riparian areas, and threatened species habitat
- **Cultural** — areas of cultural importance
- **Financial** — non-agricultural interests such as tourism areas

Council's Pest and Livestock Management Coordinator is currently consulting with landholders across the Shire to compile an asset list for submission to Biosecurity Queensland.

CONSULTATION (Internal/External)

Internal: A/Director Community and Business Development, Deputy Director Infrastructure Services, and relevant Council staff.

External: Landholders and community members who are animal owners

LEGAL IMPLICATIONS

No legal implications have been identified for activities outlined in this report.

FINANCIAL AND REVENUE IMPLICATIONS

Program activities are funded within the adopted *Operational Budget 2025–26* and do not result in additional financial impacts to Council.

RISK MANAGEMENT IMPLICATIONS

Operational risks associated with pest and livestock management activities are managed under Council's Enterprise Risk Management Policy (G.11) and Framework (G.11-A). No material or emerging risks requiring Council intervention have been identified during the reporting period.

10.3 CORPORATE SERVICES STATUS REPORTS**10.3.1 RATES STATUS REPORT - MAY 2026****IX: 274250****Author: Alisha Moody, Rates Officer****Authorisers: Mwewa Chisenga, Deputy Director of Corporate Services
Sharon Frank, Director Corporate Services
Justin Hancock, Chief Executive Officer****Attachments: Nil****KEY OUTCOME****Key Outcome:** 4. Strong Governance**Key Initiative:** 4.4 Long-term financial sustainability underpinned by sound financial planning and accountability

4.3 Maintain good corporate governance

EXECUTIVE SUMMARY

This report provides Council with an update on overdue rates and charges following the issue of the second rates levy for the 2025–26 financial year. The outstanding rates and charges balance as at 5 May 2026 was \$11,629,818.55.

The largest proportion of overdue rates is from Rate Category 14 — Mining and Oil Production, totalling \$10,982,700.08 across 7 assessments.

This report is presented for information only. No decision is required.

ACTION ITEMS

For information only.

OPERATIONAL UPDATE**Outstanding rates as at 5 May 2026**

Council issued Levy 2 for 2025–26 on 28 February 2026, due 30 March 2026. The outstanding rates and charges balance as at 5 May 2026 was \$11,629,818.55.

The largest proportion of overdue rates is from Rate Category 14 — Mining and Oil Production, with a total of \$10,982,700.08 across 7 assessments. The next largest outstanding amount is from Rate Category 11 — Rural: Grazing and Agriculture <100ha, with a total of \$321,922.49 across 18 assessments.

First overdue reminders for the second levy were issued 14 April 2026.

The total arrears owed to Queensland Fire Department from unpaid rates as at 31 March 2026 is \$130,193.31.

Prepaid rates total \$69,041 as at 5 May 2026.

Table 1 Outstanding rates as at 5 May 2026: value by year

Time period	Amount	Assessments
Current year	\$2,495,606.69	176
1–2 years	\$2,186,019.64	45
2–3 years	\$1,784,005.81	29
3–4 years	\$2,927,048.47	21
4–5 years	\$153,050.20	9
5+ years	\$40,698.67	8
Interest	\$2,043,389.07	
Total	\$11,629,818.55	

Table 2 Outstanding rates and charges by rating category and year

Category	Current	1 year	2 years	3+ years	Interest	Total
Cat 1 — Town of Quilpie: Res <1ha	\$50,560.08	\$24,234.73	\$17,433.13	\$56,953.86	\$46,313.36	\$195,495
Cat 2 — Town of Quilpie: Res 1–10ha	\$1,597.92	\$1,641.16	\$235.00	\$2,773.37	\$2,636.03	\$8,883
Cat 3 — Town of Quilpie: Commercial	\$14,063.81	\$1,623.57	\$-	\$-	\$544.63	\$16,232
Cat 4 — Town of Quilpie: Industrial	\$1,875.65	\$-	\$-	\$-	\$18.59	\$1,894
Cat 5 — Township of Eromanga	\$9,681.56	\$2,377.91	\$-	\$-	\$1,236.62	\$13,296
Cat 6 — Other rural towns	\$13,158.77	\$37,609.42	\$4,526.87	\$8,283.29	\$12,174.43	\$75,753
Cat 7 — Opal mines	\$ 6,587.79	\$ 2,120.40	\$ 1,035.04	\$ 1,196.18	\$ 1,261.10	\$ 12,201
Cat 8 — Other	\$61.50	\$-	\$-	\$-	\$-	\$62
Cat 9 — Rural: Pumps and bore sites	\$-	\$-	\$-	\$-	\$-	\$-
Cat 10 — Rural and Res: 10–100ha	\$ 249.24	\$ 255.19	\$ 455.00	\$ 15.99	\$ 116.85	\$ 1,092
Cat 11 — Rural: Grazing and Ag <100ha	\$ 122,925.99	\$ 62,861.58	\$ 51,657.80	\$ 26,324.37	\$ 58,152.75	\$ 321,922
Cat 12 — Rural: Carbon credits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Category	Current	1 year	2 years	3+ years	Interest	Total
Cat 13 — Transformer	\$ 284.50	\$ -	\$ -	\$ -	\$ 2.82	\$ 287
Cat 14 — Mining and oil production	\$ 2,274,559.88	\$ 2,053,295.68	\$ 1,708,662.96	\$ 3,025,250.28	\$ 1,920,931.28	\$ 10,982,700
Cat 15 — Oil distillation / refining	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL	\$ 2,495,607	\$ 2,186,020	\$ 1,784,006	\$ 3,120,797	\$ 2,043,388	\$ 11,629,818

CONSULTATION (Internal/External)

Deputy Director Corporate Services, Mwewa Chisenga.

LEGAL IMPLICATIONS

Part 12 Overdue rates and charges of the Local Government Regulation 2012 (Qld) outlines Council's options for overdue rates and charges. Debt recovery action will be separate report/s to Council.

Part 12 of the *Local Government Regulation 2012 (Qld)* governs overdue rates and charges. It provides Council with the legislative framework for issuing overdue reminders, overdue notices, and commencing debt recovery action. Council's actions in issuing Levy 2 on 28 February 2026 and the scheduled overdue reminders on 14 April 2026 and 11 May 2026 are consistent with Part 12.

Debt recovery action for significant overdue balances, particularly the \$10,982,700.08 outstanding in Rate Category 14, will be the subject of separate reports to Council, each of which will address the specific legislative basis for recovery action.

The reporting officer declares no conflict of interest in relation to any matter in this report.

POLICY IMPLICATIONS

Council's rates recovery activities are conducted in accordance with its Revenue Statement and Revenue Policy adopted as part of the annual budget process under s.169 of the *Local Government Regulation 2012 (Qld)*. The issue of Levy 2 and the scheduled overdue reminders are consistent with those instruments.

This report is for information only. No policy decision is required.

FINANCIAL AND REVENUE IMPLICATIONS

The outstanding rates and charges balance of \$11,629,818.55 as at 5 May 2026 represents a material receivable in Council's accounts. Of this, \$10,982,700.08 is attributable to Rate Category 14, Mining and Oil Production across 7 assessments, representing 93.9% of the total outstanding balance.

Interest of \$2,043,389.07 is included in the total outstanding balance and continues to accrue on overdue amounts in accordance with Council's Revenue Statement.

Prepaid rates of \$69,040.96 are held as at 5 May 2026.

Queensland Fire Department arrears from unpaid rates as at 31 March 2026 total \$130,193.31.

ASSET MANAGEMENT IMPLICATIONS

This report relates to Council's rates receivables and does not affect Council's asset base.

RISK MANAGEMENT IMPLICATIONS

Risks associated with the outstanding rates balance have been assessed in accordance with Council's Enterprise Risk Management Policy (G.11) and Risk Management Framework (G.11-A). Ratings apply Council's adopted risk matrix (Likelihood × Consequence).

Table 3 Risk register

Risk name and description <i>What could happen and why?</i>	Current controls <i>Are there current controls?</i>	Impacts <i>Impact if the risk eventuates</i>	Likelihood	Consequence	Risk rating	Risk treatment <i>Additional controls to reduce risk rating</i>
Rates debt default — Rate Category 14 (Mining and Oil Production) assessments remain unpaid, representing 93.9% of total outstanding balance.	Overdue reminder notices issued 14 April 2026. Second overdue notices issued 11 May 2026. Debt recovery action to be addressed in separate report/s to Council.	Reduced cashflow, constraints on service delivery and capital works programs.	C. Possible	4. Major	E	Escalate to formal debt recovery action under Part 12 of the LGR 2012 (Qld). Separate report/s to Council to authorise recovery steps. Monitor monthly. Residual risk: High pending recovery action.
Queensland Fire Department arrears — unpaid rates result in QFD levy amounts remaining unremitted.	Arrears tracked separately. Balance as at 31 March 2026 is \$130,193.31.	Outstanding QFD levy obligation. Financial exposure to Council.	B. Likely	2. Minor	H	Include QFD arrears in debt recovery action. Report recovery progress to Council. Residual risk: Medium.
Sustained high overdue balance — material overdue rates balance remains unresolved over multiple financial years.	Regular reporting to Council under Part 12 of the LGR Debt recovery policy in place.	Adverse finding in Council's annual audit. Impact on Council's financial sustainability reporting.	D. Unlikely	2. Minor	L	Maintain transparent reporting to Council. Progress debt recovery action. Residual risk: Low.

The Rate Category 14 outstanding balance represents a significant financial risk to Council. Debt recovery action will be the subject of separate report/s.

HUMAN RIGHTS CONSIDERATION

Under section 58 of the *Human Rights Act 2019* (Qld), a public entity must act and make decisions in a way that is compatible with human rights. In making this decision, Council is required to give proper consideration to human rights that are, or may be, relevant to the decision.

This report is presented for information only. No decision is made that imposes a rates liability, commences enforcement action, or affects any ratepayer's rights. The report describes existing outstanding balances and scheduled administrative actions under the *Local Government Regulation 2012* (Qld).

Equality before the law — section 15

Section 15 protects the right to equal and effective protection against discrimination. Council's rates levy and recovery processes are applied consistently in accordance with the *Local Government Regulation 2012* (Qld) and Council's adopted Revenue Statement, without discrimination between ratepayers. This right is not limited by this report.

Property rights — section 24

Section 24 protects the right not to be deprived of property other than in accordance with law. This right is relevant to future debt recovery action, which may involve enforcement steps affecting ratepayers' property interests. Any recovery action will be the subject of a separate report to Council and will be assessed for human rights compatibility at that time. This report does not authorise or commence recovery action. This right is not limited by this report.

Compatibility assessment

This report is compatible with the *Human Rights Act 2019* (Qld). It is an information report describing existing balances and scheduled administrative actions. No human right is limited by the matters reported herein. The remaining rights protected under the Act are not engaged by this report.

10.3.2 CORPORATE SERVICE STATUS REPORT - APRIL 2026

IX: 275283
Author: Mwewa Chisenga, Deputy Director of Corporate Services
Authorisers: Sharon Frank, Director Corporate Services
Justin Hancock, Chief Executive Officer
Attachments: Nil

KEY OUTCOME

- Key Outcome:** 4. Strong Governance
- Key Initiative:** 4.3 Maintain good corporate governance

EXECUTIVE SUMMARY

This report provides Council with an update on Corporate Services activities and operational matters for the month of April 2026. Key areas covered include procurement of goods and services, rates and charges, information technology, stores and compliance administration, grant funding progress and applications, finance activities, preparations for the 2025/26 financial statements, governance matters, and meetings attended by Corporate Services.

ACTION ITEMS

For information only.

OPERATIONAL UPDATE

Procurement of Goods and Services

- Prepared expenditure by area reporting and Quilpie area spend analysis – monthly and year to date reporting.
- Prepared the notice of contractual arrangements over \$200,000 excluding GST (for the 2025/26 financial year, that is, 1 July 2025 to 1 May 2026).

Table 1 Tenders and requests for large quotes

Tenders and Requests	Status
RFQM10 Outback Car Hire	Finalising procurement process
RFQL 35 25-26 Resurfacing of Quilpie Pool	Finalising procurement process
T07 25-26 Bob Young Memorial Park Upgrade and Administration Building Landscaping	Request in Evaluation and/or scheduled for Council resolution
RFQM10 25-26 Supply & Delivery of 2 Extra Cab Utes	Request in Evaluation and/or scheduled for Council resolution
RFQM11 25-26 Supply & Delivery of 3 Dual Cab Utes	Request in Evaluation and/or scheduled for Council resolution
RFQM12 25-26 Supply & Delivery of 2 Wagons	Request in Evaluation and/or scheduled for Council resolution

Tenders and Requests	Status
T09 25-26 Economic Development Plan & Destination Management Plan	Request in Evaluation and/or scheduled for Council resolution
T10 25-26 QSC 25/26 Housing Project	Request in Evaluation and/or scheduled for Council resolution
RFQL37 25-26 Flood Damage Pinkenetta	Request in Evaluation and/or scheduled for Council resolution
RFQL37 25-26 ENHM – Stage 3	Request in Evaluation and/or scheduled for Council resolution
T11 25-26 Supply & Delivery of 5 Person, Turn-key Portable Camp	Request in Evaluation and/or scheduled for Council resolution
T12 25-26 Management & Operation of Quilpie Swimming Pool	Prepared & Request posted
T14 25-26 Rural Residential Estate Project	Preparing
T13 25-26 Quilpie Airport Upgrade Project	Preparing
RFQL39 25-26 Flood Damage Thargomindah Road Pkg	Preparing
RFQM 13 25-26 Online Auction	Preparing
RFQM 14 25-26 Supply & Delivery 1 2026 Mid size SUV Wagon	Preparing
RFQM 15 25-26 Supply & Delivery 1 2026 Wagon	Preparing

Number of purchase orders: 88

Estimated Value: \$4,340,001.56

Expenditure by area reporting

The table and graphs below provide an overview of Council's expenditure on goods and services, categorised by the locations where the businesses operate. Expenditure within the Quilpie Shire encompasses all businesses within the region, highlighting the importance of every business to our community and local economy.

Graph 1 Expenditure by area – year to date 2025/26

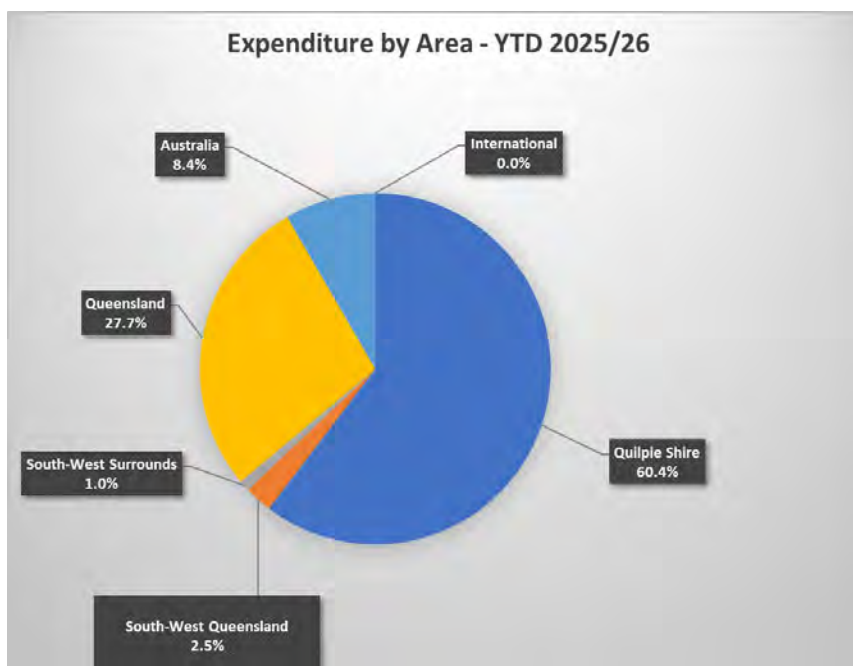


Table 2 Procurement of goods and services 2025/26

July to Oct 2025**Expenditure By Area**

Area	July	%	August	%	September	%	October
Quilpie Shire	1,077,102	40.7%	3,647,247	65%	2,895,156	80%	4,267,511
South-West Queensland	159,136	6.0%	321,670	6%	27,513	1%	107,723
South-West Surrounds	8,217	0.3%	156,616	3%	5,270	0%	2,401
Queensland	1,246,779	47.1%	1,296,633	23%	608,133	17%	1,721,552
Australia	156,361	5.9%	185,007	3%	90,378	2%	46,962
International	-	0.0%	-	0%	-	0%	-
TOTAL PAYMENTS FOR GOODS AND SERVICES BY AREA	\$ 2,647,595	100%	5,607,172	100%	3,615,910	100%	6,146,148

	July	August	September	October
TOTAL PAYMENTS	13,875,418	9,891,882	12,552,693	16,443,889
Less:				
Government Agency	20,671	17,600	118,482	168,470
Tax Payments	113,254	804,321	461,413	125,920
Internal Adjustments - Quilpie Shire Council	-	-	-	-
Investment Movements	10,930,000	2,875,000	8,224,000	9,900,000
NAB Purchase Card	32,168	55,331	26,898	29,794
Superannuation	69,853	73,217	105,990	73,556
Local Government Arrangement	61,878	459,240	-	-
	<u>11,227,823</u>	<u>4,284,710</u>	<u>8,936,783</u>	<u>10,297,741</u>
NET CREDITOR PAYMENTS	\$ 2,647,595	\$5,607,172	3,615,910	6,146,148

Nov 2025 to Jan 2026**Expenditure By Area**

Area	November	%	December	%	January	%
Quilpie Shire	1,689,443	61%	4,917,362	60%	650,822	18%
South-West Queensland	173,960	6%	99,685	1%	74,542	2%
South-West Surrounds	20,864	1%	21,335	0%	8,514	0%
Queensland	793,969	29%	1,222,022	15%	2,544,799	71%
Australia	82,445	3%	1,949,941	24%	308,444	9%
International	-	0%	5,775	0%	-	0%
TOTAL PAYMENTS FOR GOODS AND SERVICES BY AREA	2,760,682	100%	8,216,118	100%	3,587,121	100%

	November	December	January
TOTAL PAYMENTS	5,052,200	8,456,698	3,875,352
Less:			
Government Agency	90,017	29,871	72,593
Tax Payments	95,981	100,347	108,353
Internal Adjustments - Quilpie Shire Council	-	-	-
Investment Movements	2,000,000	-	-
NAB Purchase Card	34,235	29,694	19,341
Superannuation	71,285	74,458	87,943
Local Government Arrangement	-	6,210	-
	<u>2,291,518</u>	<u>240,580</u>	<u>288,230</u>
NET CREDITOR PAYMENTS	2,760,682	8,216,118	3,587,121

Feb to April 2026**Expenditure By Area**

Area	February	%	March	%	April	%	2025/26 YTD Total	YTD %
Quilpie Shire	3,677,394	75%	1,646,611	41%	2,983,546	76%	27,454,613.86	60.4%
South-West Queensland	79,488	2%	49,330	1%	56,878	1%	1,149,924.46	2.5%
South-West Surrounds	9,126	0%	215,901	5%	21,989	1%	459,692.26	1.0%
Queensland	524,452	11%	1,930,433	48%	712,423	18%	12,598,895.06	27.7%
Australia	636,248	13%	217,911	5%	139,770	4%	3,813,467.36	8.4%
International	-	0%	-	0%	-	0.0%	-	0.00%
TOTAL PAYMENTS FOR GOODS AND SERVICES BY AREA	4,926,708	100%	4,060,188	100%	3,914,606	100%	45,476,593.00	100%

	February	March	April	YTD
TOTAL PAYMENTS	12,273,451	10,236,089	12,543,111	105,200,783.01
Less:				
Government Agency	10,118	17,441	93,232	638,493.71
Tax Payments	266,637	163,827	105,988	2,346,044.48
Internal Adjustments -				
Quilpie Shire Council	-	-	-	-
Investment Movements	6,967,000	5,800,000	8,190,000	54,886,000.00
NAB Purchase Card	26,354	53,462	153,902	460,189.75
Superannuation	76,633	114,929	80,823	835,332.55
Local Government Arrangement	-	26,242	4,560	558,129.52
	7,346,742	6,175,902	8,628,504	59,724,190.01
NET CREDITOR PAYMENTS	4,926,708	4,060,188	3,914,606	45,476,593.00

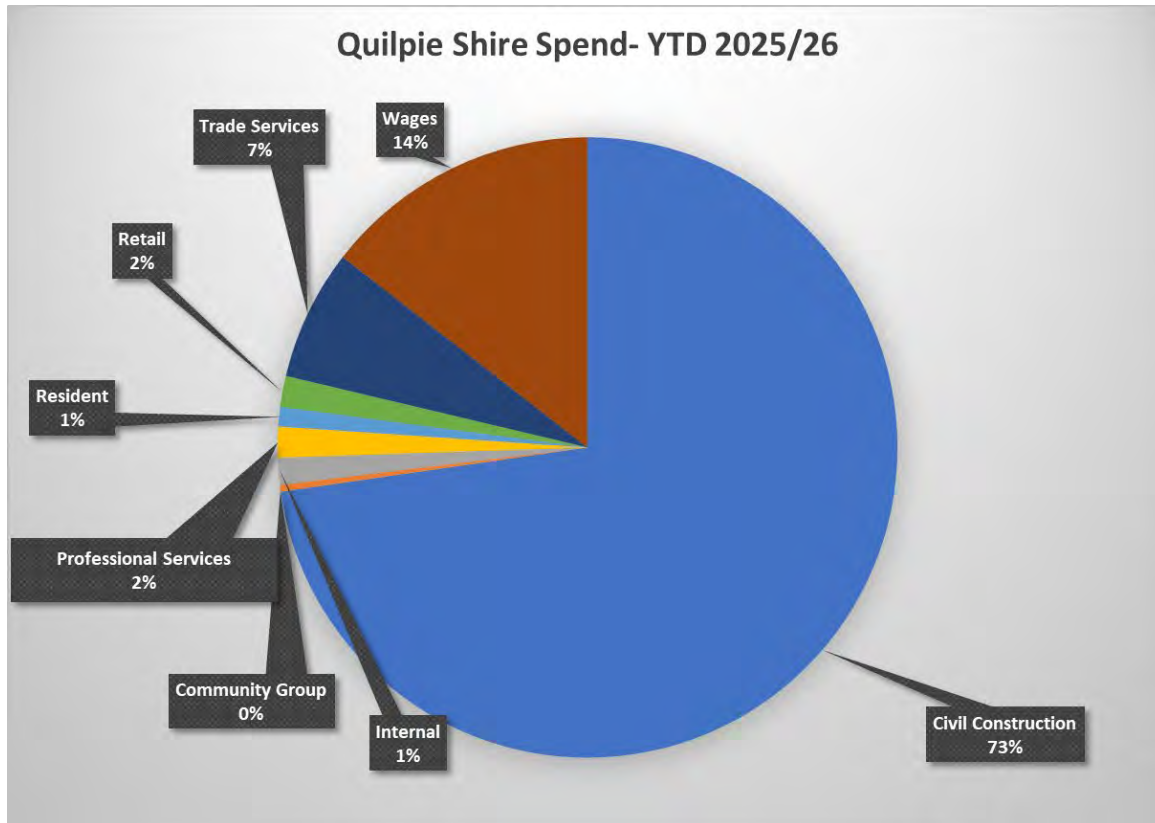
Table 3 Expenditure by area - definitions

Expenditure by Area - Definitions	
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.
Exclusions:	
Government Agency	Includes the Queensland Government, a government entity, a corporatised business entity or another local government; or another Australian government or an entity of another Australian government; or a local government of another State.
Australian Taxation Office	Taxation Obligations - PAYG, GST, FBT
Internal Adjustments - Quilpie Shire Council	Example between QSC General and Trust Accounts
Investment Movements	Queensland Treasury Corporation and Term Deposits
National Australia Bank Purchase Card Payment	NAB is not the supplier of the goods or service. Council uses NAB to transact the purchase.
Superannuation	Includes Council and individual contributions
Local Government Arrangement	LGAQ, Local Government Mutual Insurance Scheme, Local Government Workcare

Quilpie Shire spend analysis reporting

The tables below provide a *general spend analysis of the purchase of goods and services from within the shire (e.g. civil construction, trade services, retail, professional services, community groups, wages and salaries, residents)*.

Graph 2 Quilpie Shire spend analysis – year to date 2025/26



Rates and charges

- First reminder notices sent out on 15 April 2026
- Processing of new or changed service charges as required.
- Preparing to issue Notices of Intention to Sell Land for Rates and Charges overdue for more than 3 years.

Information technology

- Onboarding of new IT Officer.
- Rollout of replacement laptops continuing
- Continuing with onboarding of outdoor staff to the network and training in Outlook and Phriendly Phishing.

Store

- Maintaining store stock levels and issuing store items ongoing

Compliance administration

- Liaison with Town Planner and Building certifier on enquiries
- Completion of the March Building Approvals Report to ABS

- Building and Planning application compliance correspondence
- Building and Planning application assistance and liaison with applicants
- Attended Authorised Persons Training
- General records duties and advice
- Website updates

Applications for grants and subsidies

Table 4 Competitive grant funding application submissions 2025/26

Funding Program	Funded By	Project	Subsidy Request	Status
Local Government Battery Collection	Queensland Government: Department of the Environment, Tourism, Science and Innovation	The project will install permanent fireproof battery collection boxes at four waste facilities to safely manage problem batteries and includes community awareness activities about the new collection points.	Funding request: \$80,000 Total project cost: \$100,000 Council in-kind support valued at \$20,000	Application Successful
Resource Recovery Boost Fund (Stream 1 – Small)	Queensland Government: Department of the Environment, Tourism, Science and Innovation	The project will procure a mobile horizontal grinder and material handling attachment (rotating grab / grapple bucket) for existing council loader or excavator and the construction of a concrete waste processing bay.	Funding request: \$654,000 Total project cost: \$730,000 Council in-kind support valued at \$20,000	Application progressed to assessment panel
Regional Tech Hub	Regional Tech Hub Grant	Quilpie Connectivity Catch-ups – Quilpie, Eromanga	Funding requested: \$1,000	Application successful Planning in progress
Lit Up	Australia Reads	Literacy Program being delivered in collaboration with schools	Funding Requested	Application successful Costing in progress
2026 Australia Day Community Events Grants Program	National Australia Day Council	Australia Day Awards and Community Connect Events being held Friday 23 January 2026 and Monday 26 January 2026	Funding Request: \$10,000.00 Total Project cost: \$17,740.00 Council contribution: \$7,740.00	Application successful
Cat C - Community Health and Wellbeing Package (CRO) (CRRSO)	Department of Families, Seniors, Disability Services and Child Safety	Employment of Community Recovery and Resilience Officer Employment of Community Recovery Rebuild Support Officer Associated activities	Funding Request: \$927,000.00 CRRO - \$669,000 CRRSO -\$258,000	Application Successful

Funding Program	Funded By	Project	Subsidy Request	Status
Early Intervention Aged Care (EIAC) Program	WQPHN Western Qld Primary Health Network	Employment and activities relating to Health and Wellbeing for Seniors	Funding Request: \$150,000.00	Application Successful
Arts Queensland	Regional Arts Development Fund (RADF)	Funding to boost local arts and cultural activities	Funding Request: \$26,250.00 (25-26) *multi-year funded Council in kind contribution: \$5,000.00	Application Successful
Care Collective South-West Primary Care Pilot Program	Queensland Health	Employment of Community Services Coordinator (PT)	Funding Request: \$95,040.00	Application Successful
Active Transport Grant Program 2026/27	Queensland Government Department of Transport and Main Roads	Application 1: Planning Project category – preparation of Walking Network Plan (WNP) Application 2: Design & Construct – Footpath sections on Gyrica Street and Chulungra Street	Funding Request: \$37,500 Council contribution: \$12,500 Total project cost: \$50,000 Funding Request: \$232,500 Council Contribution: \$77,500 Total project cost: \$310,000	Application granted interim approval
Safer Local Roads & Infrastructure Program (SLRIP)	Federal Government Department of Infrastructure, Transport, Regional Development Communications and the Arts (DITRDCA)	Construction of a new rest area on the Diamantina Development Road (93B) next to the intersection with Kyabra Road	Funding request: \$1,840,000 Council contribution: \$230,000(26/27) and \$230,000 (27/28) Total project cost:\$2.3m	Application submitted
Residential Activation Fund (RAF) – Round 2	Queensland Government Department of State Development, Infrastructure, and Planning	Quilpie Sewage Treatment Plant	Total project cost: \$13,173,197 Funding request: \$11,861,191 Council Contribution: \$1,312,006	Application submitted
Residential Activation Fund (RAF) – Round 2	Queensland Government Department of State Development, Infrastructure, and Planning	Powerhouse Residential Estate - Stage 2 (Trunk Infrastructure)	Total project cost: \$6,387,944 Funding request: \$6,002,455 Council Contribution: \$385,489	Application submitted

Table 5 Competitive grant funding applications made in 2024/25

Funding Program	Funded By	Project	Subsidy 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 Successful
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 Successful
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 Unsuccessful
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 Unsuccessful
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 Successful
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 Successful

Finance

- Prepared the monthly Finance Report – for the prior month.
- Undertook the grant and contract assessment – monthly review with revenue recognition and adjustments for contract assets and contract liabilities as required. Some new grants that have been approved and received are still being assessed for the correct accounting treatment under the accounting standards.
- Reconciled the work in progress and capital expenditure.
- Processed monthly journals.

- NAB FlexiPurchase (expense management software) to manage and report on Purchasing / Corporate Cards rolled out.
- Manage investments as required.
- Collating proposed fees and charges for 2026/27 from respective areas of council.
- Preparation of draft budget for 2026/27

Preparations for financial statements 2025/26

- Project Plan in draft.
- External auditors onsite from 20 April to 1 May 2026 for interim audit.
- Compiling interim audit information requested by Auditors.
- Held catchup meeting with successful vendor providing valuation services on Water and Sewerage comprehensive valuation.
- Compiling information requested by water and sewerage assets valuer.

Governance

- Insurance review and renewal

Administration

- Assisting other departments with administration support
- Facebook updates

Meetings

Table 6 Meetings

Date	Meeting
1 April	Special Meeting of Council
9 April	Disaster Dashboard update meeting
21 April	Ordinary Meeting of Council
23 April	Water and Sewerage draft findings meeting

CONSULTATION (Internal/External)

- Chief Executive Officer
- Corporate Services Team
- Directors

LEGAL IMPLICATIONS

None noted.

FINANCIAL AND REVENUE IMPLICATIONS

In accordance with Council's adopted 2025/26 budget.

RISK MANAGEMENT IMPLICATIONS

Low, in accordance with Council's Risk Management Policy.

10.4 OFFICE OF THE CEO STATUS REPORTS

10.4.1 CHIEF EXECUTIVE OFFICER - MONTHLY STATUS REPORT

IX: 275226
Author: Justin Hancock, Chief Executive Officer
Authorisers: Justin Hancock, Chief Executive Officer
Attachments: Nil

KEY OUTCOME

Nil

EXECUTIVE SUMMARY

This report updates Council on key activities within the Chief Executive Officer’s portfolio for the month of March 2026.

ACTION ITEMS

- **Sale of council housing:** Advised Minister Leahy 3 February 2026; an eight-week cooling-off period applies under the *Local Government Regulation 2012 (Qld)*. Cooling-off period ended on 31 March 2026; contract has been executed and settlement is planned for 27 May 2026.
- **Child Care Centre:** Kids Patrol – Quilpie Academy officially opened on 11 May 2026.

OPERATIONAL UPDATE

- **Monthly meetings:** Key meetings held in April 2026 are listed in Table 1.
- **Planned meetings:** Strategic, governance, and community engagement meetings are scheduled from May to December 2026. See Table 2 for the full schedule.

Table 1 Monthly meetings

Date	Event	Location
1 April	Special Council Meeting	Quilpie
1 April	DETSI visit - DRFA WQST catchment rehabilitation program	Quilpie
3 April	Good Friday	
6 April	Easter Monday	
7 April	Councillor Briefing Session	Quilpie
9 April	LGAQ Elected Members Update	Quilpie
9 April	Combined Business Meeting	Quilpie
10 April	DPI Exclusion Fencing Taskforce	Online
10 April	LGAQ Fuel Update	Online
10 April	Staff BBQ	Quilpie

Date	Event	Location
14 April	BOM – Quilpie Site Visit	Quilpie
15 April	QRA - Queensland Resilience and Risk Reduction Program	Online
15 April	Roadtek Works Meeting	Online
16 April	LDMG Meeting	Quilpie
16 April	QRA Monthly Meeting	Online
20 April	Next Economy – Transition Strategy	Online
21 April	NBN Drop in	Quilpie
21 April	Ordinary Council Meeting	Quilpie
23 April	LGMA Board Meeting	Quilpie
25 April	Anzac Day (Saturday)	
28 April	SWQROC F2F (including meeting of the SWQRWC)	St George
29-30 April	Insurance in Rural and Regional Queensland Roundtable	St George

Table 2 Planned meetings: May – December 2026

Date	Event	Location
1 May	WDBF – Department Review	Online
1 May	Quilpie Access to Early Childhood Education and Care	Online
4 May	Labour Day	
5 May	Councillor Briefing Session	Quilpie
6 May	DDMG Meeting	Cunnamulla
7 May	Biosecurity Queensland	Quilpie
8 May	DPI Exclusion Fencing Taskforce	Online
11 May	Kids Patrol – Quilpie Academy Opening	Quilpie
12 May	Budget Workshop	Quilpie
13 May	TMR Meeting	Online
14 May	QRA Monthly Meeting	Online
19 May	Ordinary Council Meeting	Quilpie
20 May	QPS Disaster Management Workshop	Quilpie
21 May	Volunteering Queensland Meeting	Quilpie
22 May	Rural Residential Estate Sod Turning	Quilpie
26-28 May	Bush Councils Convention	Longreach

Date	Event	Location
30 May	Quilpie Health Expo	Quilpie
1-2 June	AI Training for Councillors	Quilpie
2 June	Councillor Briefing Session	Quilpie
4 June	TMR Meeting	Quilpie
5 June	Client Service Meeting (DLGWV)	Quilpie
9 June	Audit Committee	Quilpie
9 June	Budget Workshop	Quilpie
10 June	LGMA Inspire Conference	Brisbane
11 June	QRA Monthly Meeting	Online
12 June	DPI Exclusion Fencing Taskforce	Online
16 June	Ordinary Council Meeting	Quilpie
16 June	LGAQ Workplace Health and Safety Conference	Brisbane
19 June	LGMA Budget Meeting	Online
22-25 June	ALGA National General Assembly	Canberra
29 June	SWQROC EOFY Meeting	Online
7 July	Councillor Briefing Session	Quilpie
9 July	QRA Monthly Meeting	Online
9-10 July	SWQROC F2F (including mtg of the SWQRWC)	Thargomindah
10 July	DPI Exclusion Fencing Taskforce	Online
28 July	Ordinary Council Meeting	Quilpie
30-31 July	Darling Downs and South West Queensland Council of Mayors	Goondiwindi
4 August	Councillor Briefing Session	Quilpie
6 August	QRA Monthly Meeting	Online
14 August	LGMA Board Meeting	Brisbane
18 August	Ordinary Council Meeting	Quilpie
24 August	SWQROC F2F (including meeting of the SWQRWC)	Brisbane
25-26 August	Western Queensland Alliance of Councils Assembly	Brisbane
1 September	Councillor Briefing Session	Quilpie
3 September	QRA Monthly Meeting	Online
8 September	Audit Committee	Quilpie

Date	Event	Location
8-10 September	LGMA Annual Conference	Gold Coast
11 September	Quilpie Show – Public Holiday	
15 September	Ordinary Council Meeting	Quilpie
1 October	QRA Monthly Meeting	Online
5 October	King's Birthday	
6 October	Councillor Briefing Session	Quilpie
19 October	SWQROC AGM	Cairns
19-21 October	LGAQ Annual Conference	Cairns
26/27 October	John Oberhardt Training	Quilpie
27 October	Ordinary Council Meeting	Quilpie
29 October	QRA Monthly Meeting	Online
3 November	Councillor Briefing Session	Quilpie
17 November	Ordinary Council Meeting	Quilpie
23-24 November	SWQROC F2F (including mtg of the SWQRWC)	Roma
26 November	QRA Monthly Meeting	Online
26 November	LGMA CEO Meeting	Brisbane
26 November	LGMA Board Meeting	Brisbane
1 December	Councillor Briefing Session	Quilpie
14 December	SWQROC (including meetings of the SWRRTG and SWQWSA)	Online
15 December	Ordinary Council Meeting	Quilpie

CONSULTATION (Internal/External)

Councillors

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

FINANCIAL AND REVENUE IMPLICATIONS

There are no financial or revenue implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

11 INFRASTRUCTURE SERVICES

Nil

12 COMMUNITY AND BUSINESS DEVELOPMENT

12.1 TELEVISION TRANSITION VAST REDEEMABLE GRANT GUIDELINES

IX: 274810

Author: Corey Richards, Deputy Director of Community and Business Development

Authorisers: Justin Hancock, Chief Executive Officer

Attachments:

- 1. Guidelines - VAST Transition Grant**
- 2. Application Form - VAST Transition Grant**
- 3. FAQ - VAST Transition Grant**
- 4. Acquittal Form - VAST Transition Grant**

KEY OUTCOME

Key Outcome: 2. Flourishing Economy

Key Initiative: 2.4 Enhance and support our agricultural industry, resource sector and all businesses

Key Outcome: 1. Great Place to Live

Key Initiative: 1.1 Well-planned and highly liveable communities

EXECUTIVE SUMMARY

This report presents the proposed Television Transition (VAST) Redeemable Grant Program documentation for Council's consideration and adoption. The program has been developed to support residents and eligible premises in Quilpie and Eromanga to transition from Council-operated free-to-air television re-transmission services to satellite-based alternatives ahead of the scheduled service shutdown on 4 December 2026.

The report includes the Redeemable Grant Guidelines, Application Form, Acquittal and Reimbursement Form, and Frequently Asked Questions document, which together establish the framework, processes, and communication materials required to deliver the program effectively.

Adoption of these documents will enable Council to implement a structured and equitable reimbursement program, ensuring continued access to free-to-air television services for the community while reducing Council's exposure to the ongoing costs and risks associated with maintaining legacy infrastructure.

RECOMMENDATION

That Council:

1. Adopt the Redeemable Grant Guidelines – Television Transition (VAST);
2. Adopt the associated Application Form, Acquittal and Reimbursement Form, and Frequently Asked Questions document; and

3. Delegate authority to the Chief Executive Officer to:
 - a) administer the program.
 - b) approve eligible applications within the adopted budget; and
 - c) make minor administrative amendments to the documents as required to support effective program delivery.

BACKGROUND

Quilpie Shire Council currently operates legacy television re-transmission infrastructure servicing the townships of Quilpie and Eromanga. This infrastructure has become increasingly unsustainable due to ageing assets, rising operational and maintenance costs, and associated workplace health and safety risks. As a result, Council has resolved to transition away from the provision of this service, with the existing free-to-air re-transmission network scheduled to be permanently switched off on 4 December 2026.

In response to this decision, Council has developed the Television Transition (VAST) Redeemable Grant Program to support residents and eligible premises to transition to an alternative service. The primary alternative is Viewer Access Satellite Television (VAST), a free-to-air satellite service designed for regional and remote areas that provides access to national and commercial broadcast channels.

On 17 February 2026, Council resolved to allocate funding to establish a structured, reimbursement-based grant program to assist with the costs associated with this transition. The program enables eligible applicants to install compliant satellite television infrastructure, such as satellite dishes, set-top boxes, and associated equipment, and subsequently seek reimbursement for approved expenses through an acquittal process.

The VAST Transition Grant Program has been designed to ensure a fair and orderly transition for affected residents, while maintaining continued access to free-to-air television services following the shutdown. The program also supports the Council's objective of reducing financial, operational, and risk exposure associated with maintaining outdated infrastructure.

REPORT

Quilpie Shire Council has prepared a suite of documentation to support the implementation of the Television Transition (VAST) Redeemable Grant Program. These documents collectively provide the policy framework, administrative processes, and supporting information required to deliver the program in a clear, transparent, and equitable manner.

The key documents presented for Council's consideration include:

- **Redeemable Grant Guidelines – Television Transition to (VAST):**
This document establishes the overall framework for the program, including its purpose, objectives, eligibility criteria, funding limits, and administrative requirements. It outlines the transition from Council-operated re-transmission services to satellite-based television and defines the rules governing reimbursement, eligible works, contractor requirements, and program timeframes.
- **Grant Application Form – Television Transition to (VAST):**
The application form provides a standardised mechanism for residents and eligible premises to apply for funding under the program. It captures applicant details, property information, proposed works, and estimated costs, and facilitates consistent assessment and record-keeping by Council.
- **Grant Acquittal and Reimbursement Form – Television Transition to (VAST):**
The acquittal form is required to be completed following the completion of approved works and is a critical component of the reimbursement process. It enables applicants to provide evidence of completed works, itemised invoices, and proof of payment to demonstrate that funds have been used in accordance with the program guidelines. Submission of a

complete acquittal is mandatory for reimbursement and supports appropriate financial governance and audit requirements.

- **Frequently Asked Questions (FAQ) – Television Transition to (VAST):**
The FAQ document has been developed as a supporting communication tool to assist residents in understanding the transition process, grant eligibility, equipment requirements, and key deadlines. It is intended to improve community awareness, reduce uncertainty, and minimise administrative enquiries throughout the rollout of the program.

Adoption of these documents will enable Council to commence the program formally, provide clear guidance to residents, and ensure a consistent and transparent approach to grant administration. It will also support a smooth and orderly transition ahead of the scheduled shutdown of the existing television re-transmission service in December 2026.

OPTIONS

Option 1 (Recommended)

That Council:

1. Acknowledges the report and adopt the Redeemable Grant Guidelines – Television Transition (VAST);
2. Adopt the associated Application Form, Acquittal and Reimbursement Form, and Frequently Asked Questions document; and
3. Delegate authority to the Chief Executive Officer to:
 - a) administer the program.
 - b) approve eligible applications within the adopted budget; and
 - c) make minor administrative amendments to the documents as required to support effective program delivery.

Option 2

That Council:

1. Acknowledges the report and does not adopt the Grant Guidelines – Television Transition (VAST) and associated application forms.

CONSULTATION (Internal/External)

Powerhouse community survey

Chief Executive Officer

Director Community and Business Development

Director Corporate Services

Deputy Director Corporate Services

People and Culture

INTERESTED PARTIES

Quilpie Shire Council

Ratable residents

Accommodation businesses

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

LEGISLATION / LEGAL IMPLICATIONS

Broadcasting Services Act 1992

Local Government Act 2009 (QLD)

Local Government Regulation 2012 (QLD)

POLICY IMPLICATIONS

C.01 Community Assistance Policy

Clause 3.2 – Principles:

“The process for awarding grants should be open and accountable... [and] grants should be provided in an equitable manner.

F.05 Procurement Policy

G.15 Community Engagement Policy

FINANCIAL AND RESOURCE IMPLICATIONS

The grants program is funded through the 2026/27 budget allocation of \$100,000 (ex GST).

ASSET MANAGEMENT IMPLICATIONS

There are no asset implications as a result of this report.

RISK MANAGEMENT IMPLICATIONS

Risks are managed in accordance with the Council's Enterprise Risk Management Policy (G.11) and Framework (G.11-A).

Table 1 Risk register

Risk Name & Description <i>What could happen and why?</i>	Current Controls <i>Are there current controls for the risk</i>	Impacts <i>Impact if the risk eventuates</i>	Risk Assessment			Risk Treatment <i>Depending on risk rating - implement additional controls / mitigation strategy (to reduce risk rating)</i>
			Likelihood	Consequence	Risk Rating	
			<i>Risk calculator provided for measures</i>			
Community pushback regarding the loss of free-to-air television	None	Negative public perception and no televisions publicly	High	2 Minor	High	Ensure ample public communication and give community members the opportunity to make the switch before service is closed off.

Risk evaluation and conclusion

The primary risks identified relate to community perception and the continuity of television retransmission services. Controls have been implemented through structured community consultation and planning for alternative TV services.

The residual risk of negative community reaction is assessed as medium, mitigated by the consultation process and clear communication of the Council's rationale.

Overall, the risk assessment demonstrates that the proposed actions, including potential demolition of the facility, can proceed safely and in compliance with Council policy. Adequate controls are in place to minimise impacts, ensuring decisions are lawful, transparent, and consistent with Council's governance and risk management standards.

HUMAN RIGHTS CONSIDERATION

Council has considered its obligations under the *Human Rights Act 2019* (Qld). In accordance with section 4(b), Council must act compatibly with human rights and properly consider relevant rights when making decisions. For this proposal, the rights potentially engaged include the right to education, as free-to-air television provides access to educational content for children and adults in

remote communities; the right to participate in public life, as access to information through television supports community engagement and participation; and cultural rights, as television content can include local and regional cultural programming that contributes to the preservation and sharing of community identity. The proposed transition to the VAST satellite service ensures that residents continue to access equivalent or improved services while addressing safety, infrastructure sustainability, and operational challenges. Council considers that no human rights are limited or negatively impacted, and the decision is reasonable, proportionate, and compatible with the Act.



REDEEMABLE GRANT GUIDELINES – TELEVISION TRANSITION (VAST)

1. Purpose

These guidelines establish the framework for a redeemable grant program to support eligible residents of the Quilpie and Eromanga townships to transition from Council-provided television re-transmission services to Viewer Access Satellite Television (VAST) or an equivalent satellite-based free-to-air television service. The program is intended to assist residents in preparing for the cessation of Council-operated television re-transmission services on the 04th of December 2026, by contributing to the cost of purchasing and installing necessary equipment such as set-top boxes and satellite dishes.

2. Background

Quilpie Shire Council currently operates legacy television re-transmission infrastructure in the townships of Quilpie and Eromanga. Due to aging assets, rising operational costs, and workplace health and safety considerations, Council has resolved to transition away from this service model, with many local government areas across the country already adopting the switch-off. On 17 February 2026, Council resolved to allocate funding for a redeemable grant program, supported by guidelines, allowing residents to engage their own contractor and seek reimbursement for eligible changeover costs through an acquittal process.

3. Program Objectives

The objectives of the grant program are to:

- Ensure continued access to free-to-air television services for residents following service shutdown
 - Support a fair and orderly transition to satellite-based television services
 - Reduce operational, financial, and WHS risks associated with legacy infrastructure
 - Provide flexibility for residents to choose suitable and appropriately licensed contractors
-

4. Grant Structure

- The grant is redeemable by reimbursement only.
 - Residents must pay for works upfront and submit an application with supporting documentation to be reimbursed.
 - Grants are subject to available funding within the approved Council budget.
 - Funding will be released only after successful acquittal.
-



REDEMABLE GRANT GUIDELINES – TELEVISION TRANSITION (VAST)

5. Eligibility Criteria

5.1 Eligible Applicants

Applicants must:

- Be a property owner; and
- Occupy a dwelling that currently relies on Council-provided free-to-air television re-transmission or has no suitable alternative service.
- Is a dwelling or accommodation located within the Quilpie or Eromanga Townships as per Council's current planning scheme.
- Only one (1) dwelling per rates assessment (primary dwelling) is eligible (rates notice number required).

5.2 Commercial, Community, and Institutional Premises

Commercial and community premises may be considered eligible on a limited and conditional basis, where continued access to free-to-air television is considered to provide a clear community benefit.

This may include, but is not limited to:

- Motels and hotels
- Aged care, residential care, or similar community service facilities

For these premises:

- Eligibility will be assessed case-by-case at Council's discretion
- Funding may be limited to a single shared system per premises (e.g. common areas only)
- Installations servicing individual guest rooms or commercial revenue-generating services may be excluded or partially funded only
- Applicants may be required to demonstrate community reliance or lack of viable alternatives

Council reserves the right to apply for different reimbursement caps, conditions, or exclusions for commercial or institutional applications. For commercial applications, the Council requests that applicants contact the Deputy Director of Community and Business Development to discuss funding options prior to undertaking works.

5.3 Ineligible Applicants

- Properties outside the Quilpie or Eromanga townships
 - Stand-alone commercial retransmission facilities
 - Claims for equipment already installed before Council approval of funding (unless otherwise approved by Council)
-



REDEMABLE GRANT GUIDELINES – TELEVISION TRANSITION (VAST)

6. Eligible Works and Expenses

The grant may be used to offset reasonable costs associated with transitioning to VAST or an equivalent satellite television service, including:

- Purchase and installation of satellite dishes by a qualified provider (i.e. electrician)
- Supply and installation of VAST-compatible set-top boxes
- Cabling, mounting hardware, and fittings required for installation
- Reasonable electrical or signal upgrades directly related to the installation

Ineligible Expenses

- Ongoing subscription or service fees
 - Streaming equipment or internet services unrelated to satellite TV
 - Internal television upgrades (e.g. new TVs)
 - Works not compliant with relevant Australian Standards or licensing requirements
 - Works comp by own source labour won't be reimbursed (i.e. ineligible to charge own time out if installed by).
-

7. Contractor Requirements

- Contractors must hold all relevant trade licences, insurances, and certifications
- All works must comply with applicable Australian Standards and regulatory requirements
- Council takes no responsibility for workmanship, scheduling, or disputes between residents and contractors

Buy Local Preference

Council encourages applicants to utilise local suppliers and contractors based within the Quilpie Shire wherever reasonably practicable to support the local economy.

Where a local supplier or contractor is:

- Unavailable;
- unable to complete the works within a reasonable timeframe; or
- unable to provide the required services or equipment,

applicants may engage a non-local supplier or contractor. In such cases, applicants must provide evidence with their application or acquittal that reasonable efforts were made to engage a local provider. This may include:

- written advice from a local contractor indicating unavailability or scheduling constraints;
- copies of emails or quotations demonstrating attempts to source local services; or
- a brief written statement outlining why local supply was not feasible.

Council reserves the right to request additional information to demonstrate compliance with this clause.



REDEMABLE GRANT GUIDELINES – TELEVISION TRANSITION (VAST)

8. Application Process

Step 1 – Application Submission

Property owners are advised to submit a grant application form before, or at the time of, undertaking works, including:

- Applicant details and property address
- Description of proposed works
- Indicative quotation or cost estimate (where available)

Step 2 – Approval

- Council will assess applications against these guidelines
- Written confirmation of eligibility will be provided, subject to funding availability

N/B: Application and approval process is not mandatory for acquittal/reimbursement; however, undertaking the application and approval process will ensure pre-approval for reimbursement and allocated funding prior to works being conducted.

9. Acquittal and Reimbursement Process

To claim reimbursement, applicants must submit:

- A completed acquittal form
- Itemised tax invoice(s) marked paid in full
- Proof of payment (receipt or bank record)
- Confirmation that works have been completed
- Completed Quilpie Shire New Supplier/Creditor Form

Council may request additional information or conduct inspections to verify completion. Reimbursement will be paid directly to the applicant via electronic funds transfer.

10. Grant Amount and Limits

- The maximum reimbursement amount per dwelling rated dwelling is \$1,000 and based on actuals and expenditure evidence.
 - Reimbursement will be limited to actual, reasonable costs incurred, up to the approved cap
 - Council is not obliged to fully fund all costs
-



REDEMABLE GRANT GUIDELINES – TELEVISION TRANSITION (VAST)

11. Timeframes

- The grant program will be open for applications from 1 July 2026 to 30 June 2027.
 - Council-operated television re-transmission services will be permanently switched off on Friday, 4 December 2026.
 - Eligible works may be undertaken at any time during the grant period; however, residents are strongly encouraged to complete installations before the service shutdown date to avoid disruption.
 - All acquittal documentation must be submitted by no later than 20 June 2027.
 - Failure to submit acquittal documentation by this date may result in ineligibility for grant approval and payment.
-

12. Program Closure

The grant program will close when:

- Allocated funding is exhausted; or
- 30 June 2027, in line with these guidelines

Council reserves the right to amend, suspend, or terminate the program at any time.

13. Privacy and Records

Personal information will be managed in accordance with the Council's privacy obligations and applicable legislation.

14. Enquiries

For further information, residents may contact:

Quilpie Shire Council

Corey Richards

Deputy Director Community & Business Development

Phone: (07) 4656 0509

Email: coreyr@quilpie.qld.gov.au

These guidelines are issued by Quilpie Shire Council and should be read in conjunction with any associated application forms, fact sheets, or public notices.



GRANT APPLICATION FORM – TELEVISION TRANSITION (VAST)

Important Information

This application form is for residents and eligible premises seeking reimbursement under the Television Transition (VAST) Redeemable Grant Program.

- Applicants must read the Grant Guidelines prior to completing this form.
- Submission of this form does not guarantee funding approval.
- Applicants must pay all costs upfront and seek reimbursement through the acquittal process.

Part A – Applicant Details

Applicant Name: _____

Postal Address: _____

Property Address (if different): _____

Rate Assessment Number: _____

Phone Number: _____

Email Address: _____

Part B – Property and Applicant Type

Property Type (tick one):

- Residential dwelling
- Motel / Hotel
- Aged care / Community facility
- Other (please specify): _____

Township:

- Quilpie
- Eromanga

Does the property currently rely on Council-provided television re-transmission services?

Yes No

Part C – Proposed Works

Brief description of works to be undertaken (e.g. satellite dish installation, VAST set-top box):



GRANT APPLICATION FORM – TELEVISION TRANSITION (VAST)

Part D – Contractor and Supplier Details

Preferred Contractor / Supplier Name:

Business Location:

Quilpie Shire Outside Quilpie Shire

Contact Details:

Has a local supplier or contractor been approached?

Yes No

If **No**, please briefly explain why local supply was not feasible (attach evidence where available):

Part E – Estimated Costs

Item	Estimated Cost (incl. GST)
Equipment	\$
Installation	\$
Other (specify)	\$
Total Estimated Cost	\$

(Attach quotations where available)

Part F – Declarations

I declare that:

- The information provided in this application is true and correct
- I have read and understood the Grant Guidelines
- I understand that reimbursement is subject to eligibility, funding availability, and successful acquittal
- I acknowledge that Quilpie Shire Council is not responsible for contractor workmanship or disputes

Applicant Signature: _____

Date: ___ / ___ / ____





GRANT APPLICATION FORM – TELEVISION TRANSITION (VAST)

Part G – Council Use Only

Application Received Date: _____

Eligibility Confirmed: Yes No

Approved / Not Approved: _____

Approved Amount (if applicable): \$

Officer Name: _____

Officer Signature: _____

Submission Details

Completed application forms may be submitted via:

- Email: admin@quilpie.qld.gov.au
- In person or by post to:

Quilpie Shire Council

Attn: Corey Richards

Deputy Director Community & Business Development

50 Brolga Street,

Quilpie, QLD, 4480

This form must be accompanied by an acquittal form and supporting documentation for reimbursement.



FREQUENTLY ASKED QUESTIONS (FAQ)

Television Transition to VAST – Quilpie & Eromanga

1. Why is the current free-to-air television service being turned off?

The existing television re-transmission service in Quilpie and Eromanga is a legacy system that relies on ageing infrastructure. The cost of maintaining the equipment, combined with workplace health and safety risks and increasing operational demands, means the service is no longer sustainable for Council to operate.

2. When will the television re-transmission service be switched off?

The Council-operated free-to-air television re-transmission service will be permanently switched off on Friday, 4 December 2026.

3. What is VAST?

VAST (Viewer Access Satellite Television) is a free-to-air satellite television service designed for regional and remote areas of Australia. It provides access to all your current channels, including ABC, SBS, Imparja, Seven, as well as increased availability of programming with commercial-free-to-air channels via satellite. VAST is widely used across outback Queensland and is the most reliable alternative to local re-transmission services.

4. Will I still get free-to-air TV after the shutdown?

No. Only residents who install a VAST system (or another suitable satellite-based system) will continue to receive free-to-air television after the Council service is switched off.

5. What equipment do I need?

Most households transitioning to VAST will require:

- a roof-mounted satellite dish;
- a VAST-compatible set-top box; and
- associated cabling and fittings.

Some homes may also require minor electrical or signal upgrades.



FREQUENTLY ASKED QUESTIONS (FAQ)

6. What is the Television Transition Grant?

The Television Transition Grant is a redeemable (reimbursement-based) grant provided by Quilpie Shire Council to help eligible residents and premises cover part of the cost of purchasing and installing VAST equipment. Applicants must pay the costs upfront and then apply for reimbursement after the works are completed.

7. When is the grant open?

The grant program is open:

- **From:** 1 July 2026
- **To:** 30 June 2027

Eligible works may be completed at any time during this period.

8. Who is eligible for the grant?

Eligibility generally includes:

- Property owners.

Certain commercial and community premises (such as motels or hospitals) may be considered on a case-by-case basis where a community benefit can be demonstrated.

Each rateable dwelling or premises is eligible for only one grant.

9. How much funding can I receive?

Council will set a maximum reimbursement cap per property as part of the program launch. The grant will reimburse actual and reasonable costs up to the \$ 1,000 cap.

Council is not obliged to fund the full cost of installation.

10. Do I have to use a local contractor?

Council strongly encourages residents to use local suppliers and contractors within the Quilpie Shire, where reasonably practicable.

If a local contractor is unavailable, unable to complete the works in a reasonable timeframe, or unable to provide the required service, residents may use a non-local contractor. Evidence of attempts to use local suppliers may be required.

Own-source labour is not eligible for reimbursement (i.e. owners who perform the install themselves cannot charge for their own time).



FREQUENTLY ASKED QUESTIONS (FAQ)

11. How do I apply for the grant?

You must:

1. Complete and submit the Grant Application Form;
 2. Receive confirmation of eligibility from Council.
 3. Engage a contractor and complete the work; and
 4. Submit an Acquittal & Reimbursement Form with invoices and proof of payment.
-

12. What is an acquittal?

An acquittal is the process of demonstrating that the grant funds were used correctly. It includes submitting:

- paid tax invoices;
- proof of payment; and
- confirmation that the works were completed.

Council cannot process payment without a complete acquittal.

13. When do I need to submit my acquittal?

All acquittal documentation must be submitted by 20 June 2027.

Late or incomplete acquittals may result in no reimbursement being paid.

14. What if I already have satellite TV or streaming services?

If you already have a functioning satellite television system that does not rely on Council re-transmission, you may not be eligible for funding.

Streaming services are not funded under this program.

15. Can I use streaming services instead of satellite TV?

Yes. Streaming services are a viable alternative for many residents.

The Quilpie township is supported by NBN Fibre to the Premises (FTTP), which was commissioned in October 2024. This infrastructure enables reliable, high-speed internet suitable for streaming television and on-demand services.

Residents with compatible internet plans and devices may choose to access television content through streaming platforms instead of installing a satellite system. Please note that streaming services, internet plans, and related equipment are not eligible expenses under the Television Transition Grant.

To check your address for NBN eligibility, visit: - <https://www.nbnco.com.au/>



FREQUENTLY ASKED QUESTIONS (FAQ)

16. Who do I contact for help or more information?

For further information or assistance, contact:

Quilpie Shire Council

Community & Business Development

Phone: (07) 4656 0500

Email: admin@quilpie.qld.gov.au

This FAQ should be read in conjunction with the Television Transition Grant Guidelines, Application Form, and Acquittal Form.



GRANT ACQUITTAL AND REIMBURSEMENT FORM – TELEVISION TRANSITION (VAST)

Important Information

This acquittal form must be completed after approved works have been completed under the Television Transition (VAST) Redeemable Grant Program.

- Submission of this form is required for grant reimbursement.
- All required documentation must be attached.
- Acquittals must be submitted no later than 20 June 2027.
- Incomplete or late acquittals may result in non-payment.

Part A – Applicant Details

Applicant Name (as per application): _____

Property Address: _____

Phone Number: _____

Email Address: _____

Grant Application Reference (if known): _____

Part B – Description of Completed Works

Please describe the works completed under this grant (e.g. satellite dish installed, VAST set-top box connected):

Date works were completed: ___ / ___ / ___

Part C – Contractor and Supplier Details

Is the contractor or supplier based within the Quilpie Shire? Yes No

If No, has evidence been provided demonstrating attempts to engage a local supplier or contractor?

Yes No Not applicable



GRANT ACQUITTAL AND REIMBURSEMENT FORM – TELEVISION TRANSITION (VAST)

Part D – Financial Acquittal

Please list all invoices being claimed for reimbursement.

Invoice Number	Invoice Date	Description	Amount (incl. GST)
			\$
			\$
			\$
Total Amount Claimed			\$

Reimbursement Type

EFT/Bank Transfer (Complete new supplier form)
 Cheque
 Buy Local Card

Required Attachments (tick to confirm)

- Itemised tax invoice(s) marked paid in full
- Proof of payment (receipt, bank statement, or EFT confirmation)
- Evidence regarding Buy Local requirement (if applicable)
- Quilpie Shire Council New Supplier / Creditor Form

Part E – Applicant Declaration

I declare that:

- The works described in this acquittal have been completed in accordance with the Grant Guidelines
- The expenses claimed directly relate to eligible works
- The invoices and proof of payment provided are true and correct
- I understand that providing false or misleading information may result in recovery of funds

Applicant Signature: _____

Date: ___ / ___ / ____





GRANT ACQUITTAL AND REIMBURSEMENT FORM – TELEVISION TRANSITION (VAST)

Part F – Council Use Only

Acquittal Received Date: _____

All documentation complete: Yes No

Eligible expenditure verified: Yes No

Approved Reimbursement Amount: \$

Payment Authorised: Yes No

Officer Name: _____

Officer Position: _____

Officer Signature: _____

Submission Details

Completed acquittal forms and supporting documentation must be submitted via:

- Email: admin@quilpie.qld.gov.au
- In person or by post to:

Quilpie Shire Council

Corey Richards
Community & Business Development
50 Brolga Street
Quilpie QLD 4480

Reimbursement will be made via electronic funds transfer following verification and approval of this acquittal.

12.2 ADOPTION OF SOUTH WEST QUEENSLAND REGIONAL TRANSITION STRATEGY

IX: 274945

Author: Corey Richards, Deputy Director of Community and Business Development

Attachments: 1. SWQ Regional Transition Strategy (Final Review)

KEY OUTCOME

Key Outcome: 3. Environmental Sustainability

Key Initiative: 3.4 Reduce the impact of waste on the environment
3.2 Research and implement renewable energy options

Key Outcome: 2. Flourishing Economy

Key Initiative: 2.5 Facilitate and support innovation, ideas-building and new industry

Key Outcome: 4. Strong Governance

Key Initiative: 4.8 Build cross-regional networks

EXECUTIVE SUMMARY

This report seeks Council endorsement of the South West Queensland Regional Transition Strategy, a regionally coordinated framework developed by South West Queensland Regional Organisation of Councils (SWQROC) and The Next Economy to guide economic transition, strengthen resilience, and support sustainable growth while positioning Quilpie Shire to protect its resource base, improve service delivery, and pursue practical diversification opportunities aligned to local realities.

RECOMMENDATION

1. That Council endorse the South West Queensland Regional Transition Strategy.

BACKGROUND

The South West Queensland Regional Transition Strategy has been developed collaboratively by the SWQROC in partnership with The Next Economy, informed by extensive regional consultation.

For Quilpie Shire, the Strategy is particularly relevant given the Shire's:

- High reliance on resource industries (gas and oil) for economic activity and Council revenue
- Ongoing challenges associated with remoteness, infrastructure constraints and service delivery
- Exposure to rising energy costs and limited grid capacity

- Strong agricultural base and growing tourism opportunities

The Strategy acknowledges that regional change is already underway and that proactive planning is critical to maintaining economic stability and community well-being.

REPORT

Relevance to Quilpie Shire

The Strategy recognises that South West Queensland councils operate within highly variable economic, geographic, and service-delivery environments, requiring place-based responses rather than uniform solutions.

For Quilpie Shire, the Strategy is directly applicable in supporting:

- The continued viability of the resource sector, particularly gas and oil, as a key driver of economic activity and Council revenue
- Long-term planning to ensure economic stability in the context of changing market and regulatory conditions
- A focus on practical and achievable diversification opportunities aligned with local capacity, infrastructure and demand

The Strategy appropriately reinforces that the transition should be managed to protect existing industries while enabling gradual adaptation.

Energy and Infrastructure Constraints

Energy supply and infrastructure limitations are identified as critical barriers to economic development across the region, particularly in the Quilpie Shire.

Local experience demonstrates that:

- Previous investigations into large-scale renewable or alternative energy generation (including geothermal and microgrid solutions) have not proven commercially viable
- Limited grid capacity and high infrastructure costs constrain new industry development
- Remote and fringe-of-grid communities require tailored, cost-effective solutions rather than large-scale infrastructure assumptions

The Strategy aligns with Quilpie Shire's position that priority outcomes should include:

- Improved energy reliability and affordability
- Targeted investment in fit-for-purpose infrastructure
- Support for small-scale, locally viable energy initiatives where feasible

Resource Sector Contribution and Transition

The Strategy acknowledges that the resource sector will remain a foundational component of the regional economy while being subject to long-term transition pressures.

For Quilpie Shire, it is critical that:

- The economic and fiscal importance of gas and oil production is recognised and maintained
- Regulatory settings do not unnecessarily constrain exploration and production activities
- The stabilising role of the resource sector in enabling broader economic activity is supported

While acknowledging future transition pathways, the Strategy supports a balanced approach that includes:

- Continued advocacy for sustainable resource development
- Early consideration of future economic scenarios

- Leveraging existing infrastructure and industry capability to support diversification

Economic Development Opportunities

The Strategy identifies a range of economic opportunities across the region that are relevant to Quilpie Shire, while recognising differing levels of feasibility across locations.

Opportunities of particular relevance include:

- Strengthening agricultural productivity and resilience
- Expanding tourism offerings based on Quilpie's natural and cultural assets
- Exploring waste recovery and resource reuse initiatives
- Improving freight efficiency and regional connectivity

Importantly, the Strategy supports Council-led prioritisation of opportunities based on:

- Local economic viability
- Infrastructure availability
- Workforce capacity
- Return on investment

Regional Collaboration and Advocacy

The Strategy emphasises the importance of coordinated regional action through SWQROC to address shared challenges and maximise opportunities.

For Quilpie Shire, participation in this regional approach provides:

- A stronger collective advocacy position to State and Federal Governments
- Improved access to funding and investment opportunities
- Alignment of priorities across councils to address common issues such as energy, transport, housing and workforce shortages

Regional collaboration is particularly important for addressing structural challenges that cannot be resolved at a single local government level.

OPTIONS

Option 1 (Recommended)

1. That Council endorse the South West Queensland Regional Transition Strategy.

Option 2

1. That Council does not endorse the South West Queensland Regional Transition Strategy.

CONSULTATION (Internal/External)

South West Regional Organisation of Councils (SWROC)

Chief Executive Officer

Councillors

The Next Economy

Director Corporate Services

Director

INTERESTED PARTIES

Quilpie Shire Council

South West Queensland Regional Organisation of Councils (SWQROC)

LEGAL IMPLICATIONS

Nil.

POLICY AND LEGISLATION

Environmental Protection Act 1994.

FINANCIAL AND RESOURCE IMPLICATIONS

Adoption of the Strategy does not create immediate financial commitments.

RISK MANAGEMENT IMPLICATIONS

Risks are managed in accordance with the Council's Enterprise Risk Management Policy (G.11) and Framework (G.11-A).

Table 1 Risk register

Risk Name & Description <i>What could happen and why?</i>	Current Controls <i>Are there current controls for the risk</i>	Impacts <i>Impact if the risk eventuates</i>	Risk Assessment			Risk Treatment <i>Depending on risk rating - implement additional controls / mitigation strategy (to reduce risk rating)</i>
			Likelihood	Consequence	Risk Rating	
			<i>Risk calculator provided for measures</i>			
Misalignment between Strategy and local priorities	Officer review and input into regional Strategy development	Inefficient resource allocation or project prioritisation	Possible	Minor	Medium	Ensure Council-led prioritisation of actions and alignment with local plans and budget processes
Dependence on external funding and government support	Regional advocacy through SWQROC; alignment with State/Federal priorities	Inability to deliver key initiatives without external investment	Possible	Major	High	Continue advocacy for resource sector viability while supporting diversification initiatives
Policy or regulatory changes outside Council control	Monitoring of State and Federal policy environment	Negative impacts on local industries and development opportunities	Possible	Moderate	Medium	Ongoing advocacy and engagement with relevant government agencies

Risk evaluation and conclusion

The primary risks associated with adoption of the South West Queensland Regional Transition Strategy relate to implementation capacity, reliance on external funding, and broader economic transition factors, particularly within the resource sector.

These risks are mitigated through the non-binding nature of the Strategy, Council's ability to prioritise actions based on local capacity, and strong regional collaboration through SWQROC.

Overall, the risks are considered manageable and acceptable, with the adoption of the Strategy providing a net positive outcome by improving the Council's ability to plan for change, attract investment, and respond proactively to regional challenges.

HUMAN RIGHTS CONSIDERATION

Council has considered its obligations under the *Human Rights Act 2019 (Qld)*. In accordance with section 58 of the Act, Council must act compatibly with human rights and give proper consideration to relevant human rights in decision-making.

The adoption of the South West Queensland Regional Transition Strategy relates to strategic planning and coordination of economic, infrastructure and community development outcomes across the region. The Strategy supports improved access to services, infrastructure, employment opportunities and community wellbeing, which are consistent with the protection and promotion of human rights. The Strategy has been developed through inclusive regional consultation processes involving councils, industry and community stakeholders, ensuring that a broad range of perspectives have been considered. The framework does not introduce any measures that limit or restrict recognised human rights.

Adoption of the Strategy is considered to have a positive or neutral impact on human rights, including:

- Supporting equitable access to services and infrastructure
- Enhancing economic participation and employment opportunities
- Improving liveability and community wellbeing outcomes

Accordingly, the proposed decision is compatible with human rights and does not give rise to any identified limitations.



South West Queensland Future Economy Strategy

A coordinated regional plan backed by six council roadmaps

May 2026



Acknowledgement of Country

The Next Economy acknowledges the Traditional Custodians of the land and sea in the regions where we work. We pay our respects to their Elders, past and present, and offer our solidarity and support to First Nations groups across the country working towards economic sovereignty and justice.

About The Next Economy

The Next Economy (TNE) is an economic development organisation that supports communities to manage change well.

Find out more at: www.nexteconomy.com.au

Acknowledgement

We are grateful to all the individuals and organisations who have directly contributed insights to help inform the development of this report, and whose activities have also informed the report findings.

Document information

Strategy Authors: Reanna Willis, Lyndsay Walsh and Saideh Kent

Front Cover Image: Balonne River St George Credit: Leeroy Todd

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Executive summary

South West Queensland is defined by resilient, capable communities whose deep connection to land and local identity shapes how the region navigates change. Across the six local government areas (LGA) – Maranoa, Balonne, Murweh, Quilpie, Paroo and Bulloo – councils, businesses and residents pride themselves on practical problem-solving, stepping in where access to services fall short, and supporting each other through droughts, floods, industry shifts and the realities of distance. These strengths sit at the heart of the South West Queensland Future Economy Strategy.

The region is changing – unevenly and quickly – and planning now will determine whether communities capture the benefits or wear the costs. Shifts in weather extremes, cost of living, insurance, global competition for future industries, the decarbonisation of industries, and more are shaping local risks and opportunities. Councils and stakeholders are being proactive in the face of change, but a more co-ordinated, strategic response is needed.

The Future Economy Strategy is a practical, region-driven blueprint to guide South West Queensland as it navigates change in ways that strengthen, not unsettle, local communities, industries and economies. Developed by the South West Queensland Region of Councils (SWQROC) in partnership with regional economic development agency The Next Economy (TNE), it is designed to better prepare the region early for a gradual shift toward more resilient and diverse economies so communities can shape, not just react, to outcomes that impact them.

This Strategy was shaped through a collaborative, region-led process that reflects how the South West Queensland economy genuinely works. More than 77 people contributed through workshops, interviews, and discussion including council staff, producers, industry representatives, First Nations organisations, local businesses and community members. This engagement confirmed the consistent regional realities that define the South West and ensured the Strategy and six LGA roadmaps were grounded in lived experience, building on the extensive work already undertaken by the region while considering broader state, national and global realities.

‘There’s more opportunity for different things and ways of people living out here than there’s ever been. I’m quite positive.’ – Local business owner

Part 1: Region-wide insights

Part One outlines what we heard across the region – the shared realities, pressures and strengths that shape how the South West Queensland economy actually works. The region-wide **Drivers of Change**, **Regional Characteristics** and **Opportunity Areas** that emerged directly from engagement (summarised in the illustration below) underpin the Strategy and Roadmaps.

Drivers of Change	Regional Characteristics	Opportunity Areas
Communities across South West Queensland are already experiencing change and pressures, making early planning essential to shape – not react – to them.	The South West economy is shaped by consistent regional realities that determine what will work – and what will not.	Seven Opportunity Areas emerged directly from what communities said would make the biggest difference to their future.

<p>Drivers of Change identified include:</p> <ul style="list-style-type: none"> • More intense weather events, rising insurance and input costs • Unreliable energy • Workforce shortages • Constrained housing • Ageing infrastructure • Shifting global markets • Decarbonisation commitments • Uncertainty in gas and oil 	<p>Engagement confirmed six defining characteristics:</p> <ol style="list-style-type: none"> 1. Great communities, not afraid to take on challenges 2. Agriculture is a central pillar 3. Established resource industries under pressure 4. Realities of distance and scale require practical solutions 5. Energy infrastructure limits opportunities 6. The environment shapes our reality <p>Each area draws on what is already working and outlines what further action is both feasible and beneficial, along with the support that is needed to make it a reality.</p>	<p>The Strategy identifies opportunities across:</p> <ol style="list-style-type: none"> 1. Tailored energy solutions for regions, industries, businesses and households 2. A future plan for gas and oil industries 3. Future-ready agriculture and grazing 4. Diverse enterprise and tourism growth 5. Value from waste, recycling and the circular economy 6. Infrastructure to meet future needs 7. Liveability, services and workforce capability <p>These opportunities build on proven local leadership and outline the support required to scale what works.</p>
--	---	--

Part 2: Council-led action through tailored Roadmaps

Part Two of the Strategy provides a practical, staged roadmap for each council – recognising that every LGA begins from a different position, with different constraints and opportunities. These Roadmaps build on real work already underway, from energy audits and water security upgrades to new tourism ventures and freight studies. They outline next steps that councils can take without overstressing limited staff and budgets, while clarifying where external support is needed.

Short examples demonstrating the diversity of local strengths and practical actions planned or underway include:

- **Maranoa:** Coexistence of wind, gas and agriculture through early engagement on the Bottle Tree Energy Park.
- **Balonne:** Green ammonia feasibility to stabilise fertiliser costs and build sovereign input supply.
- **Murweh:** Expanding tourism strengths including the Cosmos Centre and WWII heritage, with emerging logistics opportunities.
- **Quilpie:** Testing geothermal, microgrid and HV-loop options, and exploring new back-freight opportunities in response to high freight costs.
- **Bulloo:** Planning for long-term economic shifts while building on emerging opportunities including Outback tourism strengths.

- **Paroo:** Community-led health access through the Cunnamulla Aboriginal Corporation for Health, coordinating 33 visiting services.

"In terms of diversifying, we have a resource base we can do all sorts of things with – we are limited only by our imaginations." – **Agriculture and land management professional**

Some opportunities and challenges are too large, complex or interdependent for any one council to manage alone. Part Two sets out a clear role for SWQROC to:

- Coordinate regional approaches on issue like waste recovery, energy advocacy, freight and logistics, digital connectivity, water security, housing pathways and regional workforce initiatives
- Strengthen collective advocacy and funding bids
- Maintain shared data and evidence.

It also identifies actions industry, Queensland and Federal government can take to support this.

Possible actions include:

- **Industry:** Proactive planning for gas phase-down, transparent local procurement, strong coexistence practices and delivering meaningful community benefits from renewable projects.
- **Queensland Government:** Prioritising fringe-of-grid upgrades, intermodal freight, regional waste solutions, digital linkages, water security and proportionate regulation for remote contexts.
- **Federal Government:** Co-investing in worker and social housing, telehealth and connectivity, and supporting long-term workforce transition in fossil-fuel-exposed regions.

This strategy provides a practical foundation to help South West Queensland protect what matters, grow new opportunities and support communities to thrive. With coordinated leadership, practical priorities and fit-for-purpose settings the region can manage transition on its own terms – strengthening community life, supporting local livelihoods and protecting what makes the region unique.

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Introduction

South West Queensland is experiencing a period of change shaped by a myriad of factors – local, national and global – from shifting markets to climate pressures and evolving policy settings. Already councils, alongside SWQROQ, are taking practical steps to prepare for the future. For example, the councils jointly established the Regional Waste and Resource Recovery Working Group to drive circular-economy solutions. Often, these efforts are constrained by structural, regional realities, including long distances, housing and workforce shortages and water and climate variability.

In response, the South West Queensland Future Economy Strategy has been developed as a practical, region-driven blueprint to guide the region as it navigates these changes – or the 'transition' – in ways that strengthen local communities, industries and economies. Grounded in the unique challenges and strengths of the region, and building on previous efforts, it has been largely shaped by the voices of community members. We thank the representatives spanning community members, producers, industry representatives, First Nations and community organisations and councils who have shared what is working, what's already been tried – and what needs to come next.

Why plan for transition in South West Queensland?

Through developing this report, this question came up repeatedly. Change is already happening in regional Australia, shaped by national and global trends. These shifts are affecting infrastructure, industry and daily life, and they determine where investment flows. While different levels of government and different parts of the country are responding in different ways, the overall direction is clear: transition is coming.

'The speed of transition and how of how it's managed has impacts. We need to get government to start thinking creatively, not the same way they did 20 years ago.' –

Council representative

The challenge is the transition is uneven and uncertain. When there is no shared understanding of what change is coming and how to prepare, it can create confusion, missed opportunities and harm to local communities.

What is 'transition'?

This Strategy takes a very broad definition of transition: a gradual shift to a future economy that is more resilient, more diverse and better prepared for changing conditions.

Transition means:

- Looking at the big picture, the national and global market forces, policies and other dynamics (see next page) that are shaping future patterns of risk and opportunity in South West Queensland.
- Understanding what people care about in the region, and what needs to be preserved through change.
- Understanding the challenges and barriers that block change from happening and how to address these, for example through regional collaboration.
- Adopting an opportunity mindset to identify and attract new opportunities to strengthen regional economies and communities where the above points intersect.
- Advocating for what the region needs to manage change well.

Planning at the regional level gives local areas a way to shape their own path. It allows communities to define what matters most, where to focus effort, and how to manage change in ways that support local priorities. With clear direction, regions can reduce disruption, support industry to adapt, and make sure that transition builds community wellbeing rather than undermining it.

'It's like managing the seasons – stay flexible, don't plan too far ahead, but far enough. The next tough one is always around the corner, we want to make decisions early, keep flexible and keep looking for ideas.' –
Sustainable land management professional

The challenge for SWQROC and its member councils is to plan for it in a way that reflects local realities and positions the region to navigate risks while capturing benefits. That involves careful prioritisation, strong partnerships and action that supports resilience, competitiveness and wellbeing over the long term. This Strategy contributes to that by setting shared priorities, highlighting local strengths and constraints, and identifying practical actions that can guide investment, policy and collaboration across South West Queensland into the future.

About the South West Queensland Future Economy Strategy

This Strategy is a practical, region-driven roadmap to support South West Queensland through transition. It is grounded in the strengths of the region, shaped by the voices of local councils, communities and industry, and focused on actions that are achievable, timely and tailored to the region's unique economic and environmental realities.

Its purpose is to identify opportunities that reflect the real operating conditions of South West Queensland and connect them with relevant funding streams and state and federal priorities. It aims to help local leaders and stakeholders pursue investment and development that aligns with regional needs and capabilities, while also adapting to external shifts such as market changes, climate risks and policy reform.

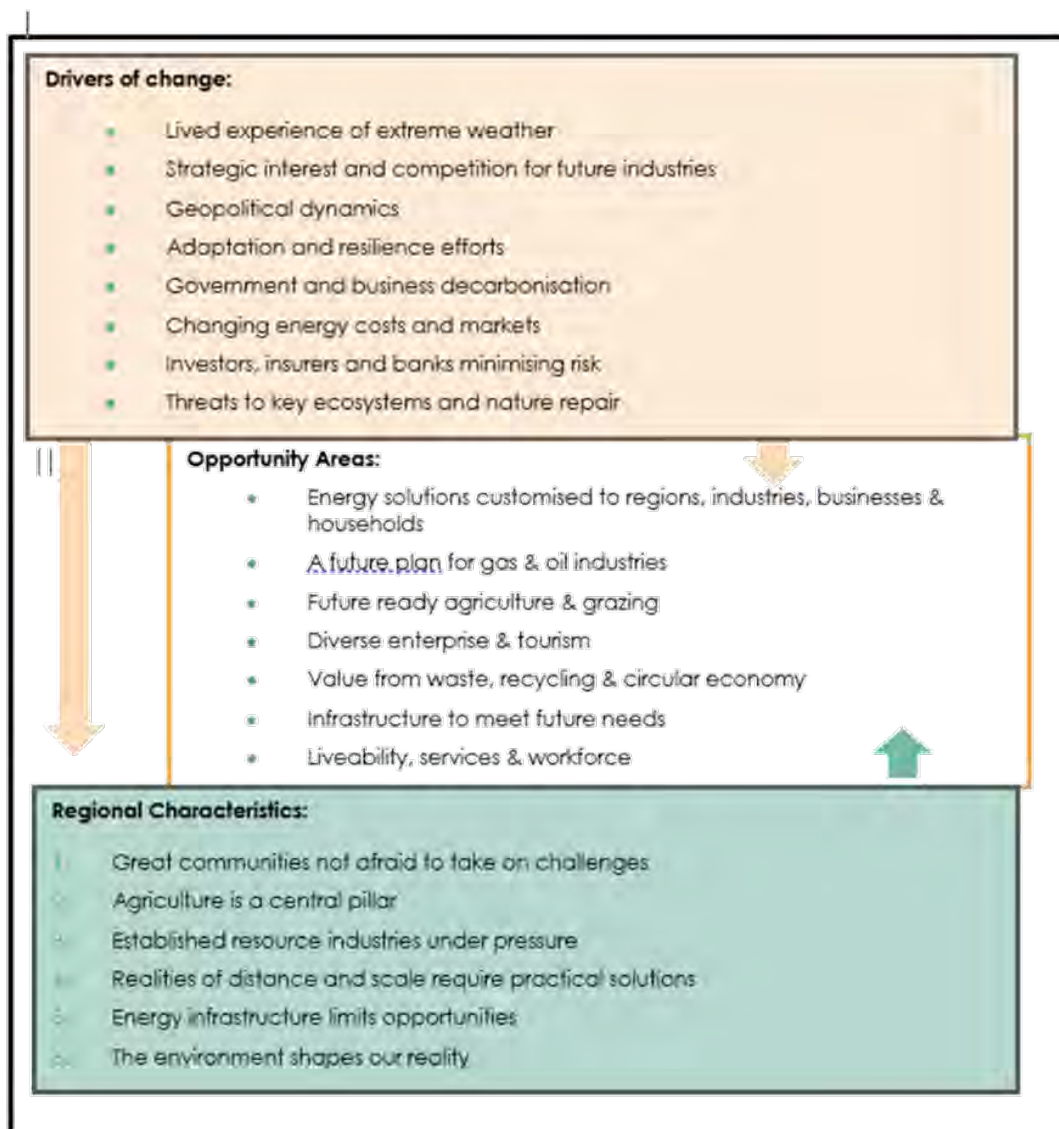
The Strategy was informed through engagement, including workshops, interviews and analysis of existing regional strategies and plans. Engagement focused on councils, industry representatives, economic development officers and local community leaders. Rather than beginning with solutions, acknowledging that much has been tried already in the name of transition, the process started by asking a simple question: 'how does the economy work here?' See Appendix I for further details on our engagement.

Six key Regional Characteristics were identified through the engagement process to help understand the region's unique context. These characteristics formed the basis for a series of SWOT analyses. From this analysis and background research, seven Opportunity Areas were developed, each linked to the realities of how the region functions, the challenges it faces and the opportunities it can realistically pursue. These are accompanied by case studies which show what is already underway locally, and what has been done elsewhere in areas facing similar constraints.

The Strategy is designed to be a practical tool that councils, regional bodies and community partners can use to shape investment proposals, advocate for funding, and guide implementation. It helps identify where to scale what is already working, where innovation or partnership is needed, and where further research or support can unlock new opportunities.

Part 1: Planning for South West Queensland’s economic future

South West Queensland is already experiencing change, whether through shifts in climate, markets, technology or policy. Some of these forces originate well beyond the region, but their impacts are felt locally in businesses, households and council decisions. Planning for the region’s economic future is therefore not about predicting a single outcome. It is about understanding the forces shaping the region, recognising its distinct characteristics, and making deliberate choices about where to act and how to strengthen long-term resilience and prosperity.



Drivers of change

A number of global and national forces are driving change in regions across Australia and the world. These forces are not abstract, and they are already being felt on the ground in places like South West Queensland through shifting risks and emerging opportunities.

The lived experience of weather extremes including drought, flooding and extreme heat is placing increased pressures on people, businesses and infrastructure. These events affect everything from productivity and health to insurance availability and costs, and freight reliability, and are expected to become more frequent and more intense into the future. At the same time, there is growing recognition across governments, markets and communities of the need to become **more resilient to these shocks**. For the South West, this is particularly relevant to agriculture, where adaptation to climate variability will become increasingly important for viability.

There is also increasing **global competition for the industries and infrastructure of the future**. Countries are seeking to secure supply chains in politically-aligned countries with similar environmental standards. Sovereign capability has re-emerged as a priority in response to these **geopolitical dynamics and instability**. This puts new attention on what Australia can produce and how, with implications for things like gas, fertiliser, minerals, clean energy, agriculture and nature-based markets. Export markets for resources such as coal and gas are becoming increasingly uncertain and volatile, especially as countries set fossil-fuel phase out targets and reduce reliance on imported energy sources.

As part of this, many **governments and businesses have committed to reducing emissions in line with net zero targets**. This shift is no longer being driven by regulation, but increasingly by markets and cost. Large corporations, including supermarkets and agricultural buyers, now often require emissions reductions throughout their supply chains. **Renewable energy is now the cheapest form of new generation** and reduces exposure to volatile fossil fuel markets. This means producers and processors across the South West may need to alter practices, further improve transparency and prove sustainability credentials to maintain access to key markets.

Financial institutions and insurers are also factoring climate and transition risks into how they lend and insure. In some parts of the South West, households and businesses are already seeing rising premiums or struggling to get insurance at all. Similarly, banks and investors are now looking at whether businesses and regions are preparing for transition, with favourability towards those that can demonstrate viability under future conditions.

At the same time, **new markets and incentives are emerging in areas like natural capital and biodiversity offsets**. This is driven by a growing awareness that economic success must be grounded in the systems that make life possible, such as functional ecosystems, clean air and water, fertile soils, biodiversity and access to nature. These foundations are increasingly being seen as not just environmental assets but as economic foundations, with global attention turning to how they can be measured, restored and sustained. This is creating new areas of value that regions can engage with. However, many of these markets come with technical complexity and are difficult to enter without targeted support.

In Australia and globally, more attention is being paid to **how economic strategies deliver wellbeing for people and communities**, not just markets. This includes addressing persistent issues such as healthcare access, housing pressures, workforce gaps and depopulations of our regional areas. Frameworks like Measuring What Matters reflect this shift and offer tools to track progress beyond conventional measures of GDP. For South West Queensland, this means transition planning must not only focus on things like future industries and infrastructure, but also the conditions that make communities and life here promising.

Local queries about change and 'transition'

During engagements, there were many different interpretations about what 'transition' is, and what it means for the region. Some of the key points of these conversations are outlined below.

Query	Response
"Transition will happen whether we like it or not, and we need to capture the benefits that relate to our shire."	Transition is not a choice, but how it plays out locally is. With a clear strategy, regions can position themselves to attract investment, support existing industries to adapt, and unlock new opportunities that align with local strengths and priorities. Doing nothing means those benefits may pass the region by.
"Why do we need to manage change, why can't we let it happen 'organically'?"	Change is already happening and often driven by forces outside the region or council's control. Letting it happen 'organically' often means reacting late, after problems have already hit. Planning doesn't mean forcing change. It means understanding what's coming and getting ahead of it, so the region can shape outcomes in its favour rather than just coping with the consequences.
"If it isn't broke, don't fix it."	The current system may be working for now in some areas, but many people are already feeling the cracks ... whether it's rising energy costs, workforce shortages or loss of services. Waiting until things are "broke" makes the fix harder and more expensive. Planning now helps protect what is working and steer change, so it strengthens, rather than weakens, the region.
"Don't kill the patient by solving the issue."	The risk of overcorrecting is there, and also in applying 'solutions' which accidentally create their own problems, and that is why local leadership is key. This strategy is not about imposing solutions from the outside. It's about working with communities to understand what needs to be protected, what needs to evolve, and how to get the balance right. A careful, practical approach can manage change without causing harm.
"We don't fully understand what our opportunities are... What are we transitioning to?"	There is no single answer to this question – transition is being driven globally and nationally by markets, policy, nature, and technology, but how communities choose to respond to that looks different in different places. A plan written for Brisbane or Canberra cannot simply be applied to somewhere like South West Queensland. Part of this work is defining what transition means here: based on local strengths, realities and aspirations and then setting out a practical path forward based on that. Or in other words, transitioning to a future state where communities are aware of and acting on the risks, challenges, and opportunities created by all the drivers of change outlined above, in an intentional, collaborative and strategic way, in line with local priorities and capacity. That is what this Strategy aims to do.

Regional Characteristics

What are 'Regional Characteristics'?

These are the features of how a region and its economy works, ongoing conditions or behaviours that shape how people live, work and do business in a place. You can see them in what people talk about, the problems that keep coming up, and the things that give a region its character. These characteristics help explain why some strategies succeed and why others fall flat, and any plan or strategy for the region should account for them.

While doing in-region engagement, instead of leading with 'what would you like to see in transition', we asked: how does the economy work here? What are the forces and conditions shaping it? Based on what we heard, we developed a set of core Characteristics that are central to this region's identity and economy and further refined them with local stakeholders.

The six Regional Characteristics of South West Queensland:

1. Great communities, not afraid to take on challenges
2. Agriculture is a central pillar
3. Established resource industries under pressure
4. Realities of distance and scale require practical solutions
5. Energy infrastructure limits opportunities
6. The environment shapes our reality

Why this matters for strategy and planning

Starting with Regional Characteristics helps to develop strategies that fit the region and identify the most suitable areas of opportunity that this Strategy goes into detail on. It allows us to:

- Name what is already working and build on it
- Identify barriers that create challenges for the region in economic development
- Find practical opportunities that align with local strengths
- Minimise threats and weaknesses most pertinent to the area





This avoids copy/paste solutions and gives local leaders and communities a shared starting point for action and helps identify where targeted investment or policies can make the biggest difference.

Why it matters for managing change well

Understanding Regional Characteristics supports better decision-making around where to act, what to protect, and how to adapt and opens the door to new directions that support economic and social wellbeing over the long term. These characteristics are the foundation for the Opportunity Areas that follow. Each opportunity builds directly from this analysis through identifying where there is momentum to build on, what gaps need to be addressed, and what kinds of solutions are most likely to stick in the local context.





Regional Characteristic 1: Great communities not afraid to take on challenges

What it means: This reflects the way local communities, councils and businesses routinely take on responsibilities beyond their formal roles to keep services running, attract investment, and support population and workforce needs. It includes council-led planning and infrastructure development, locally driven innovation, and efforts to maintain liveability despite limited funding and workforce pressures. It also involves a strong role for volunteers and community organisations in filling service gaps.

 Strengths to build from	 Weaknesses to acknowledge and address
<p>The region has a strong base of local leadership and innovation. Councils often step beyond their traditional roles to attract investment and drive strategic planning. Families with young children continue to live and invest in the region, supported by infrastructure like Country Universities Centres (CUCs) that help retain population and build skills. Communities are known for their independence and resilience, and housing remains more affordable than in metro areas, which is a drawcard for people considering a move</p>	<p>Workforce attraction and retention remain difficult, especially given the shortage of rental housing. Population decline and ageing continue, with many young people leaving for school and not returning. Training often lacks strong links to local jobs, and councils rely heavily on grant funding. There are few social spaces for young people, particularly alcohol-free options in the evenings. Succession planning is a challenge, with young people unable to finance business purchases unless they inherit. Some businesses are highly profitable but are not reinvesting locally, instead directing wealth into coastal retirement assets. Building costs are high, limiting local development.</p>
 Opportunities to harness	 Threats to minimise
<p>There is room to expand CUCs and better connect training with local industry needs. The region is well placed to attract immigrant entrepreneurs who bring new energy and skills. Investments in assets like hot springs can boost tourism and improve liveability. First Nations-led initiatives, such as the Balonne Shire advisory group, offer models for more inclusive governance. Many locals have ideas or innovations but need support to act on them. With the right business mentoring and incremental help, more people could grow viable local enterprises.</p>	<p>If not addressed, population decline may continue, particularly as aged care shortfalls drive older residents away. Rising costs and insurance are making it harder for clubs, events and small venues to survive. Access to capital is a major barrier, especially for small tourism businesses and for community members who cannot use self-managed super funds to invest locally. The private sector often sees small communities as too small to service. Over-reliance on volunteers is putting pressure on already stretched communities, risking burnout and loss of key services.</p>





Regional Characteristic 2: Agriculture is a central pillar

What it means: Agriculture remains the dominant industry across South West Queensland, shaping land use, infrastructure and the wider economy. It involves a broad range of activities including cropping, grazing and horticulture, and reflects deep generational knowledge, local entrepreneurship and strong regional identity. The sector underpins many local businesses and services, supports large-scale freight and logistics activity, and is increasingly influenced by global markets, policy settings and environmental pressures. This dynamic also includes the region’s evolving relationship with agricultural innovation, biosecurity, land use change, and emissions reduction.

 Strengths to build from	 Weaknesses to acknowledge and address
<p>Agriculture remains the backbone of the South West Queensland economy. The region produces high quality, diverse products and has a strong base of generational knowledge and skills. Many producers are highly entrepreneurial and are already leading innovation and research in areas like regenerative agriculture and input reduction. There is a strong culture of peer learning and pride in the quality of local production. Economies of scale and the presence of existing peak bodies also provide a base for regional coordination and advocacy.</p>	<p>Input costs remain a major pressure on producers, particularly fertiliser, energy and transport. Many landholders feel existing peak bodies are too narrowly focused and are calling for more support in preparing for long-term change. There is limited financial recognition for producers who apply best practice, and sustainability credentials are not always rewarded or clearly distinguished in domestic markets. Poor connectivity limits uptake of new technology such as renewable energy, and agriculture is sometimes perceived as the only industry in some areas, which can limit broader economic planning.</p>
 Opportunities to harness	 Threats to minimise
<p>There is scope to support greater uptake of sustainability certifications and to better link these with market incentives. Local production of key inputs, such as anhydrous ammonia, could reduce reliance on external supply chains. Nature repair markets and regenerative agriculture approaches offer economic and environmental benefits if designed well. Coordinated upskilling of producers could support innovation across the sector and expanded rail capacity could open new market opportunities.</p>	<p>Producers face growing exposure to climate risks, including increased weather extremes and variability. International competitiveness may decline if costs continue to rise or if supply chains are disrupted. Land may be lost to unintended consequences of carbon farming or water schemes if not properly designed. Livestock producers will need to reduce emissions in response to shifting markets and policies. Ongoing biosecurity threats, such as invasive pests or disease outbreaks, pose an ongoing risk to the region’s agricultural base.</p>





Regional Characteristic 3: Established resource industries under pressure

What it means: Oil and gas have shaped parts of South West Queensland's economy for decades, bringing investment and supporting infrastructure and services in some towns. These industries, while still active, are increasingly shaped by external market pressures, shifting global demand and national transition policy. Their contribution to long-term local employment and their future is uncertain. Alongside the resource sector, tourism and small business also bring income into the region but face their own vulnerabilities, including seasonality and workforce gaps. This dynamic reflects the need to strengthen economic diversity, reduce exposure to shocks, and support businesses to adapt in a changing environment.

 Strengths to build from	 Weaknesses to acknowledge and address
<p>The region has experience servicing large-scale industries, including oil and gas, with supporting infrastructure, local supply chains and operational expertise in place. This capacity could be leveraged to support new industries such as green manufacturing or regional logistics. Lower property and business costs help small enterprises establish themselves, and some businesses have adapted by scaling seasonally or shifting to creative and visitor-facing sectors. Existing tourism offerings provide a base to grow from, particularly if better linked across the region.</p>	<p>The regional economy remains concentrated in a small number of sectors, increasing vulnerability to external shocks. Many SMEs struggle with access to finance, compliance and workforce retention. Ageing infrastructure and complex regulation make it hard to start or grow businesses. The tourism sector lacks consistent year-round trade, and the service sector finds it difficult to attract and keep staff. The resource sector offers limited long-term local jobs, and local economies have little influence over major investment or pricing decisions.</p>
 Opportunities to harness	 Threats to minimise
<p>There is potential to repurpose infrastructure and supply chains currently servicing oil and gas to support new industries such as fertiliser production, clean energy logistics or agri-processing. Better coordination of regional tourism experiences could spread visitor demand more evenly. With mentoring and peer support, SMEs could increase digital engagement and access new markets.</p>	<p>Oil and gas industries remain highly exposed to market volatility, trade disruptions and policy shifts. Without a clear transition plan, communities may face sudden downturns linked to price changes or divestment. Tourism and service sectors are also vulnerable to labour shortages and changing travel patterns. Export competition is growing, and new visa settings may reduce seasonal workforce availability. Without active diversification, these overlapping pressures could undermine regional economic stability.</p>


Regional Characteristic 4: Realities of distance and scale require practical solutions

What it means: South West Queensland's economy is shaped by large distances, low population density and high service delivery costs. Freight, connectivity and infrastructure investments all carry higher risks and lower returns than in urban areas. At the same time, these conditions have fostered ingenuity, inter-council collaboration and a pragmatic approach to getting things done with limited resources. Managing change well in this context means designing modular, scalable solutions that make the most of regional strengths and deliver value despite structural constraints.

 Strengths to build from	 Weaknesses to acknowledge and address
<p>The region benefits from low congestion, available space for new projects, and a culture of resilience and problem-solving. Councils and communities often work together, such as through intermodal freight projects. Productivity per capita is high, reflecting the efficient use of time and resources across many sectors. Country Universities Centres offer local education pathways, and there's a high level of ingenuity in how people navigate challenges. The area's liveability and affordability are attractive for those seeking more space and lower housing costs.</p>	<p>Large distances make freight and service delivery expensive, with councils often left covering the gaps. Roads are vulnerable to flood damage and heavy vehicle wear, while trades and specialist services can involve long delays. People reported a lack of adequate health services and minimal access to subsidised health transport. Improved waste management is difficult with low volumes, and private investment can be hesitant due to limited economies of scale. Air transport is unreliable, and digital connectivity is inconsistent in some areas.</p>
 Opportunities to harness	 Threats to minimise
<p>There is potential to improve regional procurement and resource sharing, including through the regional waste coordinator role or shared freight systems. Modular or staged projects can spread costs and better fit regional realities. Improved digital connectivity would help overcome distance for businesses, students and health access. Expanding intermodal capacity and enabling backfreight solutions could lower transport costs and this is being actively explored. The region could also attract people seeking affordable housing and a different pace of life, particularly if essential services and transport reliability improve.</p>	<p>Rising fuel and insurance costs further erode already thin freight margins. Poor digital access and unreliable air travel cut communities off and make investment riskier. Floods disrupt transport and isolate towns, with long-term costs for businesses and services. A lack of funding for enabling infrastructure (including roads, waste, health transport and digital upgrades) risks locking in disadvantage. If these barriers are not addressed, even highly motivated communities will face limits to what can be achieved locally.</p>





Regional Characteristic 5: Energy infrastructure limits opportunities

What it means: Access to affordable, reliable and scalable energy remains a major barrier across South West Queensland. While the region has a long history of energy innovation, from early hydro power in Thargomindah to commercial gas power in Roma, current infrastructure has not kept pace with changing needs or emerging opportunities. Grid constraints, lack of competition, and slow connection processes are stalling investment and increasing costs. Managing change well here means ensuring the region is not left behind by energy system upgrades, and supporting tailored solutions that reflect local demand, geography and economic potential.

 Strengths to build from	 Weaknesses to acknowledge and address
<p>South West Queensland has long been home to energy innovation, including early hydro and gas developments. The region hosts major gas pipelines, producing wells and a refinery, with access to raw materials that also support uses such as fertiliser production. Many councils have invested in solar installations on community buildings. There is strong local interest in developing solutions, and lessons from legacy projects can help inform what is viable. The area's energy challenges are well known and widely acknowledged by stakeholders, creating a case for targeted advocacy and investment.</p>	<p>Many communities are constrained by ageing and limited infrastructure, including Single Wire Earth Return (SWER) lines that restrict energy reliability and solar capacity. Councils report a lack of competitive pricing due to a sole energy provider existing, and delays in grid connections are increasing project costs. Exporting power back into the grid is restricted due to the limited infrastructure, and off-take volumes are often too low to justify microgrids. There is no designated Renewable Energy Zone in most of SWQ, limiting eligibility for planning and funding support.</p>
 Opportunities to harness	 Threats to minimise
<p>There is potential to explore technologies such as community-scale batteries, solar water pumping, and anaerobic digesters at feedlots and saleyards. Inland rail development may create openings for waste-to-energy systems if cost and policy barriers are addressed. Improved coordination and targeted upgrades could unlock latent demand from businesses and reduce operating costs. Government reforms to network access and pricing could create new pathways for local generation. There is also value in advocating for inclusion in regional planning processes and for better alignment between funding timelines and connection processes.</p>	<p>Without action, worsening grid limitations and brownouts will continue to damage equipment, raise costs and deter investment. Delayed upgrades risk widening the gap with better-connected centres and weakening the region's ability to attract new industries. Uncertainty about future infrastructure planning adds to cost and risk. There is also ongoing debate about the future role of gas in the energy system, with regulatory and environmental challenges to its expansion. If current constraints are not addressed, the region could miss out on investment in renewable and circular economy solutions altogether.</p>

Regional Characteristic 6: The environment shapes our reality

What it means: In South West Queensland, the climate and landscape are not background condition but are central to how people live, work and plan. Drought, floods, heat extremes and distance shape every part of the economy, from farm productivity to insurance costs, population movement and infrastructure design. At the same time, the region has deep experience managing environmental variability, from feedlot investment and plant breeding to cluster fencing and dryland farming. Managing change well means planning within these environmental realities, not around them, and supporting approaches that strengthen local resilience while opening new economic opportunities grounded in landscape and culture.

 Strengths to build from	 Weaknesses to acknowledge and address
<p>Communities have extensive local knowledge and experience dealing with environmental extremes. There are existing examples of landscape-scale collaboration, such as cluster fencing, and strong regional representation on national agricultural bodies. Large land areas support broadacre cropping, and investment in feedlots has improved productivity in variable conditions. The region's scale and biodiversity also support emerging interest in ecotourism, bush foods and carbon or biodiversity markets.</p>	<p>Environmental shocks, particularly drought, drive population decline and undermine business viability. Water reliability remains a constant constraint, and water buybacks in the past have had negative socio-economic impacts. Insurance and compliance costs are increasing, and some cover is being withdrawn. There is a lack of integrated planning across transport modes, and poor regional flight access reduces connectivity. Harsh conditions can be a disincentive for people to move to the region, and top-down regulations are often poorly matched to local context.</p>
 Opportunities to harness	 Threats to minimise
<p>Good seasons can be used strategically to invest in resilience. Adjusted farming practices, improved plant varieties and intermodal freight hubs all offer opportunities to improve sustainability and reduce vulnerability. There is growing potential in nature repair, timber and bush tucker industries, and in expanding ecotourism and nature-based visitor experiences. Local knowledge can be a resource in shaping better policy and with such a unique regional context: 'get to know us before you regulate us' remains a key message.</p>	<p>Climate variability is expected to increase, bringing more intense droughts, pests and disease outbreaks. Biosecurity threats have national implications, and this region plays a key role as a geographic buffer. Further water policy changes, if not carefully managed, could undermine agriculture and flow-on benefits for communities. Rising input, insurance and compliance costs risk making it harder for producers to innovate or diversify. Regulatory decisions made without local understanding can reduce flexibility at a time when it is most needed.</p>

South West Queensland Regional Organisation of Councils (SWQROC) role

‘How do we dovetail all six of the individual council strategies so the common issues to get a great outcome collectively to continue to drive population growth and liveability?’

- Council representative

Delivering this Strategy will require coordination beyond what any one council can reasonably lead on its own. Many actions relate to regional advocacy, shared services, specialised expertise or economies of scale that are more effective when approached collectively.

SWQROC can provide regional oversight and practical support to help councils prioritise, sequence and implement actions, while avoiding duplication and unnecessary burden on smaller shires. Its role is to convene, connect and back council and local leadership.

In practice, SWQROC can:

- Coordinate regional advocacy for common needs such as regulatory settings, enabling infrastructure and essential services
- Speak with one regional voice to State and Commonwealth partners
- Share knowledge, data and lessons to build the evidence base
- Deliver projects jointly where scale or efficiency makes sense
- Attract and guide new investment aligned with regional priorities
- Communicate change clearly and consistently across the region

Councils have emphasised that additional capacity will be needed to deliver the actions detailed in this strategy. Several noted the value of shared or regional roles, for example a dedicated point of contact for energy or transition-related initiatives, and the importance of aligning new or funded positions (such as economic development or resilience roles) with Strategy priorities. A coordinated regional approach through SWQROC helps concentrate limited local resources where they are most useful, while ensuring smaller councils are not expected to lead work that is better done at a regional or state level.

Opportunity Areas

The Strategy presents opportunities for the region to pursue the benefits of transition under seven Opportunity Areas. These are informed by the drivers of change impacting patterns of risk and opportunity in the region and grounded in local reality through the Regional Characteristics.

Each Opportunity Area responds to several Regional Characteristics, and builds on existing plans and strategies, local leadership and past innovation. Local Councils, businesses and industries have already invested significantly in developing local energy solutions, with a lot of the low hanging fruit identified and investigated (see case study). There are many examples of local innovation and leadership that show what is possible when creative solutions are tailored to local need, and these are highlighted as case studies throughout. With the right support, these solutions can be expanded and replicated.

This section presents a broad overview of regional-scale opportunities. **Specific actions for each Council and SWQROC are outlined in individual Council Roadmaps in Part 2** based on unique local realities, priorities, and existing initiatives.

‘How do we get it across that we have already tried to build local solutions?’ - Council representative

Case study: Regional councils testing practical energy solutions

In Quilpie Shire, energy transition work has not started from scratch. Over several years, council has explored how local resources could improve energy security and create new economic activity, focusing on options suited to a small, remote system rather than large external projects.

This included assessing whether naturally heated water from the Great Artesian Basin could support a geothermal business, with temperatures of around 65°C. While technically possible, the heat levels were not high enough to make the economics stack up. Council also examined a high-voltage power loop linking Eromanga and surrounding areas to improve reliability and enable distributed generation, alongside battery and solar options at Eromanga.

None of these proposals progressed, largely due to cost, technical complexity and regulatory barriers. The experience is not unusual. Many remote councils test practical local solutions but find they struggle to participate fully in the transition because of small customer bases, distance, grid constraints and limited capital (see regional characteristics). For places further west in particular, expectations often run ahead of what current policy and market settings allow. Even so, this work shows sustained local leadership and readiness to act when conditions improve.

‘Recognising the people who are doing good things – we could do more of that.’ –
Regional natural resource management organisation

Opportunity Area 1: Energy solutions customised to regions, industries, businesses and households



Windmill in Murweh shire. Credit: SWQROC.

Good looks like:

- Affordable, reliable and competitive access to energy.
- Adequate energy for future needs.
- Energy infrastructure that enables future energy solutions.

Energy systems are changing globally, with low-emissions energy sources (solar PV, wind and hydropower) producing over a third of the world's electricity in 2025, surpassing coal-fired generation (International Energy Agency 2025). In Australia, renewables now supply an average of 43% of the electricity in the National Electricity Market (NEM), with a peak contribution of more than 78% (AEMO 2025). Further energy solutions are needed to replace aging coal assets, bring down power prices, ensure future business competitiveness and meet decarbonisation targets.

The nature of South West Queensland's energy network (see In detail box) means that remote communities often face reduced access to reliable, affordable, decarbonised energy. This includes:

- ⦿ Higher energy costs. There is a need for clear information around factors that contribute to high power prices in the region, including the impact of subsidies, renewable energy, network costs and market volatility of fossil fuels.
- ⦿ More unreliable power supply, with blackouts and brownouts causing household and commercial equipment to fail prematurely, increasing costs and downtime and impacting prospective business development.
- ⦿ Limited opportunities for large-scale energy developments or feed in options for behind-the-meter generation such as rooftop solar, as transmission lines cannot accommodate generation from distributed sources.

'Our council electricity bill went up \$1 million in one year, and our household bill has doubled in 4 years.' – Council representative

Network limitations, combined with realities of scale, population and remoteness, represent real barriers and constraints to local energy opportunities. The region needs a mix of energy solutions that are tailored to individual shires, industries, businesses and households according to what will meet needs and be economically feasible at specific sites.

'How to get other levels of government to accept that the one size fits all does not work everywhere?' – Council representative

In detail: South West Queensland's Energy Network

Ergon Energy manages local distribution to customers through approximately 65,000 km of Single Wire Earth Return (SWER) lines across Queensland. The majority of the SWER network was installed in the 1970s and 80s, as a cost-effective electricity supply in remote areas (Ergon Energy 2026). SWER lines were designed to supply power to small numbers of customers across large areas and cannot redistribute large loads from new generation. SWER networks are also susceptible to flooding, bushfires, lightning strikes, termites and falling vegetation, with line outages causing everyone beyond that point to lose power until the issue is resolved.

'We just put in a diesel generator – we're feeling vulnerable for future blackouts and our reliance on [long distances of vulnerable] power lines.' – local producer

Opportunities for action

1A. Improve access to large-scale reliable, affordable, decarbonised energy

Access to reliable and affordable energy is critical to liveability and the success and competitiveness of business and industries. Access to decarbonised energy is also becoming increasingly critical as it continues to be the lowest cost option for new generation (AEMO 2025), and to maintain competitiveness of industries facing pressure to decarbonise through supply chains and market expectations (for example international agricultural exports), and attracting future opportunities for innovation, economic growth and employment. Energy access in South West Queensland is limited by several factors, including limitations in grid infrastructure, and a lack of competition in providers.

“We have a lot of existing businesses here where the operational costs of energy, superannuation increases have meant it is just not viable for businesses to operate. If we want to encourage people to stay here, it is cheaper power.” – Council representative

1A. Opportunities to improve access to large-scale reliable, affordable, decarbonised energy	
What councils can do	<ul style="list-style-type: none"> * All councils can explore opportunities for community-owned energy that allow local communities to design and benefit from locally customised solutions according to their specific needs (see case study) and encourage the penetration of renewable energy in the grid through power purchase agreements (PPAs). * Eastern Councils with access to the NEM can seek to attract large scale renewable developments to improve energy access across the region and generate local employment opportunities. This requires engagement and collaboration to plan for development to ensure community concerns are addressed and benefits are maximised. * Western Councils at the end of SWER lines are less suited to large-scale renewable energy projects, as the grid infrastructure is not designed to redistribute large loads. Opportunities here include microgrid development where power demand and generation can be co-located at the edge of the grid or where grid reliability is inadequate for local needs (see case study).
How SWQROC can support	<ul style="list-style-type: none"> * Advocate for ongoing improvements in transmission infrastructure to enable future opportunities, supporting Councils to collaborate and negotiate with regional stakeholders and developers, and monitoring the energy landscape for future opportunities.

<p>How State government can support</p>	<ul style="list-style-type: none"> • Prioritise reliability and capacity improvements in regional and fringe-of-grid networks to reduce outages and support future industry. • Provide clearer forward visibility of network investment and upgrade sequencing so councils and investors can plan with greater certainty. • Ensure state planning and assessment frameworks support orderly renewable energy development in regions.
<p>How federal government can support</p>	<ul style="list-style-type: none"> • Support transmission and enabling infrastructure that strengthens regional reliability and unlocks private investment. • Work through national energy market settings to ensure regional customers are not structurally disadvantaged by pricing, connection or export constraints.

‘For the likes of Thargo and ourselves, even just getting a reliable grid connection would be great - not even at feeding back into the grid. For future development, we are at capacity out far west.’ – Council representative

<p>What Councils have already done linked to opportunity area 1A:</p>	
	<ul style="list-style-type: none"> • Large-scale solar: Several projects exist in the planning and development stage around Paroo, Murweh and Balonne. The Queensland Community Renewable Forum held in Balonne in 2024 showed the high level of community interest in understanding the opportunities and risks of solar in the region (see case study). Solar thermal was explored near Charleville in Murweh, but the project did not proceed. • Large-scale wind: Several projects exist in the planning and development stage around Maranoa (see case study). • Microgrids: Multiple councils have explored microgrids and standalone systems (Balonne, Bulloo, Quilpie, Murweh). Microgrids face barriers of high costs for microgrid transmission (up to \$300 per m), grid limitations, technical and regulatory hurdles, need for diesel back up and timers, and limited and highly spread-out power demand in the region, and a proposal for a high-voltage loop in Quilpie was deemed unviable. Microgrids can be suited for specific cases where power demand and generation can be co-located at the edge of the grid or where grid reliability is inadequate. • Geothermal: Many councils have explored geothermal opportunities, with investigations finding inadequate temperatures in Quilpie and Bulloo, and ongoing in Maranoa. Enthusiasm cooled in the region after Winton Council experienced technical difficulties with design and anticipated operational costs of an installed geothermal plant (O’Neal 2023). • Batteries: Grid scale batteries have been considered and found to be not currently financially viable to absorb extra power and stabilise the grid. Improvements in technology and cost efficiency may see this change in coming years or decades.

- * **To overcome grid limitations and improve reliability:** Ergon Energy is trialling alternative future supply options across Western Queensland. These have the potential to lower the cost of future supply as redundant powerlines can be removed (Ergon Energy 2026). This includes:
 - ⦿ Incentivising demand reduction by enabling more rooftop solar and batteries, and providing cash back incentives for supply solutions such as solar pumps.
 - ⦿ Installing stand-alone power systems (SAPS), typically solar PV and battery storage with diesel backup, for areas with low density and demand. Advances in battery technology and cost reductions mean that SAPS are becoming more economically viable and reliable than remote network supply of poles and wires. Trials are underway on cattle stations near Mount Isa.
 - ⦿ Microgrid pilots for communities at end of long powerlines to support needs during outages. Current projects are centred on Queensland's east coast.
 - ⦿ Installing utility scale batteries.

Case studies relating to opportunity area 1A

Improving energy reliability through microgrids

Kalbarri, a town of around 1,500 residents on the central coast of Western Australia, is connected to the electricity network via a 140 km rural feeder line that is highly exposed to weather and environmental disruptions. Frequent and prolonged outages, often during extreme heat, created significant risks for residents and local services.

To improve reliability, Western Power developed a microgrid using existing rooftop solar, wind generation, and a battery energy storage system. The system allows the town to switch between grid-connected and islanded operation, maintaining local supply during network disruptions and reconnecting automatically when the wider network is restored.

The microgrid has already prevented multiple outages and is expected to eliminate around 80 per cent of outage events. This approach is directly relevant for parts of South West Queensland that rely on long, exposed feeder lines, where improving local energy resilience could reduce outage risks without requiring full network duplication. (Western Power 2024)

Microgrids have been used in many other remote communities to improve energy security, including the Marlinja Community Microgrid in the Northern Territory, where extreme heat frequently causes power outages. Community members were actively involved in planning, installation, and skills training, with students participating in solar education activities. The project is an initial step toward a longer-term goal of locally owned solar and battery systems, keeping energy control, skills, and future benefits in community hands.

Broadening access to renewable energy through community ownership

The Haystacks Community Solar Garden is a 1.5 MW solar project hosted on a working farm near Grong Grong, NSW, enabling people without suitable rooftops to benefit from renewable energy. City and regional residents purchased defined "plots" in the solar garden, with returns delivered as electricity bill credits through a retail partnership. The host landholder receives a stable lease income alongside ongoing agricultural production.

Designed at a scale that could connect to existing network infrastructure, the project prioritised local decision-making, community ownership, and practical coexistence with farming, while navigating complex regulatory, retail, and tax settings.

To investigate a similar model, councils could assess local network capacity for small-scale solar, identify a willing retail partner or trial pathway to deliver bill credits, and test whether a cooperative or community ownership structure could operate within Queensland's regulatory and tax settings. (Haystacks solar garden 2020)

Ensuring renewables benefit communities; experience from NSW

In Hay, The Next Economy worked with Hay Shire Council to lead the Hay Region Economic Transition Roadmap. More than 240 community members contributed to building a shared understanding of the local economy, existing pressures, and future priorities. Renewable energy was considered alongside agriculture, services, and climate resilience, rather than in isolation. This process aligned with the Hay and Carrathool Regional Drought Resilience Plan and helped surface practical priorities related to long-term economic resilience.

This early preparation changed how the region engaged with renewable energy development. Rather than focusing on short-term sponsorships, Hay was better positioned to seek contributions that addressed real constraints, including managing construction-driven housing pressure, supporting local business participation, and creating pathways for young people into regional jobs. It also helped reduce the risk of short-lived benefits that do not leave a lasting legacy. (The Next Economy 2025)

Western Downs Regional Council provides a relevant Queensland example of proactively shaping renewable energy development. With a significant pipeline of wind and solar projects, the council has sought to both encourage investment and manage cumulative impacts. Clear communication of local expectations, structured engagement processes and forward planning have supported more coordinated development outcomes across the region.

Queensland has now embedded some of these principles in legislation. The *Planning (Social Impact and Community Benefit) and Other Legislation Amendment Act 2025* requires certain renewable energy projects, including wind and solar projects of 1MW or more and large-scale batteries of 50MW or more, to:

- undertake a Social Impact Assessment
- publicly notify and address social impacts
- negotiate a Community Benefit Agreement with the relevant local government prior to lodging a development application

This represents a significant shift. Community benefit and social impact are no longer informal or discretionary discussions; they are a required part of project development. The intent is to ensure that renewable energy projects contribute to long-term local outcomes and maintain social licence through transparent processes and state oversight.

However, legislation alone does not determine outcomes. The quality of negotiated agreements still depends on how clearly councils understand their priorities, constraints and long-term vision. Regions that have already articulated their infrastructure gaps, workforce needs, housing pressures and economic aspirations are better placed to use these legislative tools strategically.

A key lesson is that community benefits get shaped early. Legislative reform strengthens the negotiating position of councils, but preparation, clarity and regional coordination determine whether renewable development leaves a durable legacy.

Profile: West Wind

As Australia's electricity system changes, wind generation is playing an increasingly important role in keeping homes and businesses powered, particularly outside daylight hours. For regions like the Maranoa, the question is not simply whether renewable energy is developed, but how it integrates with existing industries, land uses and community priorities.

WestWind Energy Development is progressing Bottle Tree Energy Park, a proposed wind energy project around 16 km north-east of Roma. The project would include up to 50 wind turbines with capacity of up to 400 MW, alongside battery storage. Construction is targeted for late 2027 to early 2028, subject to approvals and grid access.

'People here are used to large infrastructure...the conversations are about how to do it well.' – **West Wind**

What distinguishes the project is its location alongside active coal seam gas operations and agricultural production. Coexistence between wind, gas, irrigation and grazing at this scale has not previously occurred in Australia. WestWind has worked with landholders and broader industries to understand operational requirements, identify shared risks and adjust layouts so infrastructure operates alongside, rather than in conflict with, existing businesses.

Quality stakeholder and community engagement has been a central focus since early development began in 2022. Engagement has included door-knocking neighbouring properties, regular briefings with Council, meetings with community members and local businesses, and a consistent on-the-ground presence through locally based staff. Since early 2025, WestWind has hosted a monthly open office in Roma, with engagement largely focused on local employment and business participation opportunities.

Bottle Tree Energy Park is expected to create approximately 180 construction jobs at peak and around 17 full-time equivalent roles during operations. When operational, the project will establish a Community Benefit Fund to share financial benefits locally. The project has voluntarily agreed to enter into a Community Benefit Agreement with Council in line with Queensland's new legislative framework.

Securing grid access and progressing final design remain key priorities. Transmission capacity and future upgrade pathways continue to evolve, creating uncertainty around timing and connection. WestWind is working through these matters to position the project for successful delivery.

For Maranoa, the project highlights that realising the regional benefits of wind development, including jobs, investment and longer-term economic activity, depends not only on project-level engagement, but also on coordinated regional planning, timely transmission development and clear connection pathways. (WestWind Energy 2026)

1B. Maximise behind-the-meter generation, storage and efficiency



Donkey pump in Bulloo Shire. Credit: SWQROC.

Installing behind-the meter generation, storage and energy efficiency upgrades can provide a number of benefits to communities across South West Queensland, including:

- Reduced electricity bills, protection against future electricity price rises, greater energy independence and control over energy use, more comfortable and cost-effective buildings, and increased property values.
- Industry and small businesses can lower operational costs, increase competitiveness, and avoid costly disruptions and impacts to customer satisfaction caused by power outages.
- Widespread adoption can benefit the electricity market through reducing needs for utility-scale generation and reducing wholesale electricity prices, although this may be masked by grid infrastructure upgrades to enable new system dynamics in the short term (AEMO 2025).
- Increased energy resilience and energy security during emergencies.
- Benefits can be even higher in remote areas to protect against grid vulnerabilities and power outages (see previous section) and are greatest when multiple elements have been implemented (e.g. solar and batteries and energy efficiency upgrades).

'Front of mind is government subsidised batteries to help with power outages. We had outages overnight the other week – it was 36 degrees with no wind.' – Council representative

Several factors influence the suitability and payback period for behind-the-meter generation, storage and efficiency upgrades, and require careful consideration. These include energy use patterns, local energy prices and supply and use charges, feed in tariffs and export capacity, grid conditions, system size, quality of solar or wind resources, and government incentives and policy. Additional barriers in rural Australia include access to good quality information about system requirements and brands, ensuring systems are properly installed and maintained with limited access to qualified technicians and damage to systems and components in extreme weather such as floods.

Australians have shown a huge appetite for behind-the-meter solar PV and home batteries, leading the world in rooftop solar adoption with over 4.2 million installations across Australian homes and businesses (Clean Energy Council 2025a). However, remote and rural areas have shown later adoption compared to their urban counterparts (Australian Energy Council 2025), potentially missing out on benefits where they are most needed. Ensuring the opportunities of behind-the-meter generation, storage and efficiency are accessible and maximised where appropriate strengthens the energy future of South West Queensland.

'Why wouldn't we be doing this? It keeps money flowing locally with more discretionary income, and it builds liveability.' – Council representative

1B. Maximise behind-the-meter generation, storage and efficiency	
What councils can do	<ul style="list-style-type: none"> • Continue to implement recommendations from the previous Energy and Emissions Strategy. • Support households, businesses and industry to continue to maximise the benefits of behind-the-meter generation and storage through sharing resources, supporting access to finance, grants and rebates, and running energy efficiency programs. • Collect and publicise data on adoption to underpin community conversations about local applicability and benefits, and strengthen Council funding applications. • Establish at least one trusted local point of contact for energy-related support or information requests (see case study). <p><i>'We've had a lot of regional solar salesmen – some good, some dodgy.'</i> – Council representative</p> <ul style="list-style-type: none"> • Strengthen energy performance requirements in Council procurement, facilities and new development approvals. This

	<p>could include energy efficiency standards, preference for all-electric where practical, requirement for rooftop solar.</p> <ul style="list-style-type: none"> • Explore and support new local business opportunities that improve the consumer experience and successful maintenance of generation, storage and efficiency measures, for example encouraging rooftop and gutter cleaning businesses to also consider solar panel cleaning after dust storms. • Explore options to support adoption in low-income or rental housing. • Support access to qualified installers and technicians, through promoting community access to contractors travelling to the region to fulfil Council contracts, or investing in training and accreditation programs for local tradespeople. <p><i>'Say we've awarded contracts for council facilities, if you want to take advantage of them being out there, tag on to that.'</i> – Council representative</p>
<p>How SWQROC can support</p>	<ul style="list-style-type: none"> • Ensuring Councils have access to up-to-date information and resources to support behind-the-meter generation, storage and efficiency • Advocating for appropriate subsidy schemes to encourage solar and batteries on rentals in remote areas. • Supporting Councils to aggregate demand for rooftop solar where there is alignment with business or industry, undertake shared procurement processes and vet suppliers.
<p>How State government can support</p>	<ul style="list-style-type: none"> • Ensure state incentive and rebate settings reflect the economics of remote, low-density and rental housing markets. • Support regional workforce capability so installation and maintenance skills are available locally.
<p>How federal government can support</p>	<ul style="list-style-type: none"> • Design national energy efficiency and electrification programs so they are accessible to small businesses and households in remote regions. • Support trusted, independent information services to help regional communities navigate technology choices and avoid poor quality installations.

'Rent is so cheap out here, you would need to get a return out of investing in infrastructure. If you got a larger subsidy for providing affordable housing, it would make it [behind-the-meter generation, storage and efficiency] attractive for most houses out here' – Council representative

What Councils have already done linked to opportunity area 1B:

- **Rooftop solar:** The region has a very high capacity for solar energy, as highlighted in several existing regional strategies and investigations. All six councils have developed an Energy and Emissions Strategy to identify priority infrastructure and efficiency upgrades for Council operations. This has seen all Councils install rooftop solar on council facilities, often accessing grant funding to do so. The uptake of rooftop solar by households, businesses and industry varies across the region, with studies noting further potential in this area.
- **Energy efficiency:** Balonne Council has run five rounds of EcoBiz with 71 businesses, driving solar, battery optimisation and water savings, with strong tourism participation. Some businesses have come for a second round, interested to learn about minimising waste.

'We must have had north of \$1 million in electricity savings by now – about 79 businesses participated.' – **Council representative**

- **Storage:** Has had lower uptake in South West Queensland.

'We have solar, it would be good to get batteries happening because we can't put power back into grid but we really do need power at night for aircon.' – **Local producer**

Case studies relating to opportunity area 1B**Trusted regional sources of information about energy opportunities**

As households, farms, and businesses consider solar, batteries, and energy efficiency upgrades, access to trusted, neutral advice is critical. People often want practical guidance on system size, product quality, maintenance, and value for money, rather than sales-driven information.

Programs such as EcoBiz and emerging Local Energy Hubs demonstrate the value of independent, locally grounded support. EcoBiz supports Queensland businesses with practical, independent advice to improve efficiency, lower operating costs, and understand their carbon and climate risks, while Local Energy Hubs provide community-based guidance to help households and regions make informed choices about solar, electrification, and how to engage with renewable energy development. (Business Chamber Queensland 2025; RE Alliance 2025)

These models show how trusted information can lower costs, reduce confusion, and build confidence. For South West Queensland, strengthening access to similar support could help households and businesses participate in the energy transition in ways that align with local needs and priorities.

1C. Foster industry specific energy generation and emissions reduction solutions



The Next Economy visiting Beardmore cotton gin. Credit: The Next Economy.

Access to reliable, affordable and decarbonised energy enhances the ability of businesses and industries to attract investment and capital, meet growing international demand for low carbon products, and be internationally competitive (BlackRock 2024). In many cases, innovation and creativity can identify new opportunities through industry specific and industry led solutions to energy and waste challenges.

This opportunity mindset can boost reputation, overcome limitations in energy infrastructure and policy certainty, and create local opportunities for employment and value add; thereby improving the viability and growth opportunities for individual businesses, regional industry and their supply chains.

1C. Foster industry specific energy generation and emissions reduction solutions	
What councils can do	<ul style="list-style-type: none"> • Support energy generation and emissions reduction projects that would benefit local industry through Council backing and connection to funding pathways. Opportunities will vary significantly according to local industries and realities.
How SWQROC can support	<ul style="list-style-type: none"> • Holding an industry roundtable or survey to understand top energy pain points, future opportunities, and transition plans for specific industries. • Advocating for enabling conditions such as regulatory certainty and consistency to encourage an opportunity mindset, investment and adoption of new practices.

How State government can support	<ul style="list-style-type: none"> * Provide clear and proportionate regulatory pathways for site-based energy, bioenergy and industrial decarbonisation projects. * Align state industry and innovation support with regional decarbonisation opportunities.
How federal government can support	<ul style="list-style-type: none"> * Align national climate and industry policy with the competitiveness needs of emissions-intensive regional industries. * Support research, demonstration and early-stage deployment of technologies suited to regional production systems.

Communities in South West Queensland have a long history of developing and implementing innovative solutions in response to challenging local conditions ranging from remoteness to weather extremes. While this Strategy cannot cover them all, a few recent examples relevant to transition that are being explored are outlined below.

What Councils have already done linked to opportunity area 1C:

- * **Producing energy intensive inputs locally with renewable energy:** Further demonstrates how industrial transition opportunities are emerging when system settings align (see case study).
- * **Anaerobic digestion of manure at feedlots:** Captures manure in sealed tanks where it breaks down without oxygen, producing biogas that can be used for heat or electricity, with residual solids reused as fertiliser. In places such as the Roma Saleyards, this has been considered as a way to manage waste while lowering energy costs and emissions. (Davis 2018)
- * **Solar pumping:** Has been adopted in parts across the region to replace diesel or grid-powered pumps for stock and irrigation water. Solar arrays directly power pumps during daylight hours, often paired with tanks for storage, reducing fuel costs, maintenance and trucked diesel while improving reliability at remote bores.
- * **Cotton gin trash combustion to replace LPG:** Beardmore Cotton Gin is exploring ways to reduce gas use for cotton heating by pelletising agricultural waste from the ginning process (known as 'trash') and using it as a biomass fuel. The pellets are burned in a boiler or furnace to generate heat, performing the same drying and heating function currently supplied by LPG, but using a locally sourced by-product instead of purchased gas. Linked work in the region on waste-to-hydrogen further shows how practical, site-based energy solutions can emerge where there is a steady waste stream and the right infrastructure.
- * **Recycled wood gasifier:** This is suited near where power demand can be co-located with waste streams. A small, trailer-mounted gasifier could use recycled wood or other local biomass to produce syngas, which then fuels a generator to provide on-site power. The concept is best suited to places where waste wood and steady energy demand sit together, such as industrial or processing precincts like Thallon. (All Energy Pty Ltd 2024)
- * **Sustainable aviation fuels (SAFs) and bioenergy:** Maranoa Council is working with an investor on a bio energy plant in Wallumbilla, and Balonne Council has been exploring projects in sustainable aviation fuels.

- **Maximising benefits of co-locating renewable energy generation with existing land uses:** trials of floating solar on irrigation dams, including work led by AgEcon Australia, are testing whether panels can reduce evaporation while generating on-farm power. This approach can help secure water supplies, lower energy costs and create an additional income stream for landholders, making the same footprint work harder. (See case study on co-location with livestock)
- **Waste to hydrogen:** is being discussed more broadly as a future industrial opportunity, where agricultural or organic waste streams could potentially be converted to hydrogen through processes such as gasification or pyrolysis, but there are no confirmed local projects at this stage.

‘Nitrogen is coming up a lot – it’s produced offshore, and expensive. Ammonia is a better product, although it requires more equipment and is more expensive and tech heavy.’ – **Regional development body**

Case studies related to opportunity area 1C

Using renewables to build sovereign fertiliser capacity in the region

The proposed green ammonia facility at Moonie River Feedlot, Balonne Shire, explores how renewable energy can support fertiliser security, lower input costs, and build sovereign production capacity for regional agriculture. Fertiliser prices are closely tied to natural gas markets and recent volatility, combined with port closures and long trucking distances, has highlighted the vulnerability of existing supply chains.

The project proposes co-locating a small-scale ammonia plant with an existing feedlot and renewable energy hub, creating operational efficiencies and shared benefits. Renewable electricity would power ammonia production, with waste heat recovered for grain flaking at the feedlot, improving feed conversion efficiency. Locally produced ammonia could reduce fertiliser costs by up to a third in the near term, with further reductions as renewable production credits apply, while also improving nitrogen retention in soils.

The facility would occupy a compact footprint, require a small operational workforce, and use relatively low volumes of water. Structured as a not-for-profit or cooperative model, the intent is for end users to have a stake in ownership and benefit directly from supply security and price stability. Designed as a pilot, the project aims to demonstrate a replicable model that could be rolled out across other agricultural regions as demand grows.

‘Can you develop green fertiliser production [anhydrous ammonia] to a scale that you could export? That is the trillion dollar question. Transport is the limiting factor.’ – **Energy sector representative**

Co-location of renewables and grazing can improve revenue and productivity

In several regions, renewable energy projects have been successfully co-located with grazing operations, creating additional revenue while maintaining productive agricultural land. Practices such as sheep grazing beneath solar panels have provided landholders with a stable,

independent income stream that is not tied to commodity prices or seasonal conditions, supporting drought resilience.

Evidence from operating projects shows that solar panels can improve grazing conditions by providing shade, reducing heat stress on stock, improving pasture quality, and lowering water loss. In turn, grazing reduces vegetation management costs for project operators, creating mutual benefit. (Clean Energy Council 2025b)

This experience demonstrates that renewables and agriculture can coexist when projects are designed with farming systems in mind. Where transmission infrastructure permits, similar approaches could be explored in south west Queensland to diversify farm income while supporting ongoing grazing productivity.

Opportunity area 2: A future plan for gas and oil industries



The 'Big Rig' museum in Maranoa Shire.
Credit: SWQROC.

Good would look like:

- An orderly, planned shift in economic activity and energy production that prioritises domestic energy needs, and supports workers and regional economies to diversify.

Gas plays a varying role in the economies and communities of South West Queensland:

- Maranoa has a strong coal seam gas (CSG) industry. Most gas produced in Maranoa and the adjoining Surat Basin flows east to the Gladstone LNG plant on Curtis Island, and is liquefied at for export to China, Japan, Korea and Malaysia. Some CSG is also delivered into the domestic market. Maranoa Council estimates that over 40 per cent of the local workforce is connected to the gas industry, which also contributes significantly to local scholarships and community funding; however the industry is not expected to remain in the region forever. Future supply relies on drilling efficiency, water management, and pipeline capacity, so new gas is generally harder and costlier to bring on than a decade ago.

'We see it as steady state there, with 30 years left in the Gladstone LNG plant.' – Gas industry representative

- Further west in Bulloo and Quilpie, production is primarily conventional gas and liquids for domestic use. Conventional crude oil is also produced, most of which is sent to South Australia for export, although a small refinery in Eromanga produces low-particulate diesel for local mining, trucking and aviation. Local economies are highly dependent on the sector in these regions, contributing over 70 per cent of Council

rates and significant funding for community initiatives and disaster recovery. However, the Cooper–Eromanga basin has been producing since the 1960s and most fields are mature and in decline. Santos is already beginning to work with these Councils about the decline of the gas industries in these areas.

'It's a declining asset and resource in the west: we've had our good days, now we're coming down the other side. There are regulatory issues expediting decline and it will be uneconomical to continue at some point, although we're not sure when. Councils are aware of this –we're in very open dialogue about this, it will impact their bottom line for rates, through traffic and community support.' – **Gas industry representative**

- Balonne has established gas infrastructure that is currently not utilised, although tenders being announced in 2026 may see an increase in gas activity in this area in the short term.

'It's early days in Balonne for gas but the conversations and learnings from Maranoa and Western Downs will be of benefit for social licence and coexistence.' – **Council representative**

- Paroo and Murweh do not have significant gas or oil activity.

External drivers of change are playing a key role in shaping the future of gas and oil industries in South West Queensland:

- Globally, the oil and gas sector is increasingly dynamic and unstable. Russia's invasion of Ukraine led to significant price increases for gas and oil. Countries around the world are shifting their energy systems away from fossil fuels to simultaneously meet climate commitments, increase energy security, boost industry competitiveness and create jobs. Long-term demand trends point to efficiency, fuel switching and electrification where practical, and emerging alternatives such as biofuels and sustainable aviation fuels.
- The Australian Government has committed to net zero by 2050 and expects the resources sector to contribute significantly to reaching net zero, through reducing fuel combustion of emissions (through electrification and low carbon fuels), reducing fugitive emissions, likely to lead to stricter emissions reporting requirements, and scaling up carbon capture and storage.
- The Queensland Government is opening new tenders and encouraging gas exploration and production. However, most of the companies that operate oil and gas in the region have set their own net zero targets, signalling a reflection of these realities.

As a result of these trends, the value of Australia's fossil fuel exports are expected to continue to decline significantly over time, from over \$130 billion in 2026 to only \$25 billion by 2050 (Australian Treasury 2025). This suggests that regions reliant on oil and gas need to start planning and preparing now to ensure their economies, jobs and communities can withstand unpredictability, volatility and a likely scale back of these industries over time.

Without a future plan, regions with strong dependency on the resources sector risk:

- Stranded assets, aging asset liabilities and fiscal risks.
- Unexpected fluctuations in Council revenue.
- Unexpected fluctuations in sector support for the community through local business revenue, accommodation demand, and community sponsorship.
- Energy price volatility.
- Being left reliant on an outdated energy system.

Now is the time to start developing a plan for gas and oil industries in South West Queensland, to ensure a transition that is as smooth and positive as possible for local economies and communities.

'We want to build sustainability and community – we're here now, what does it look like once we're not? We want to try and forward plan past that and make sure the community has a plan in place.' – Gas industry representative

Opportunities for action

2A. Understand and plan for future risk and opportunity in gas and oil industries



Roma power station, the site of Australia's first commercial gas project. Credit: The Next Economy.

Gas and oil have supported jobs, investment and local government revenue across South West Queensland for decades. In some LGAs, a substantial share of employment, rates and community funding is tied directly or indirectly to the sector.

Experience elsewhere shows that heavy reliance on a single industry can leave regions exposed if activity slows or closes quickly. The announcement that Glencore’s underground copper mine and concentrator in Mount Isa would close from 2025 gave the region roughly 12 months to adjust after more than a century of mining dominance. The impacts on workers, businesses and confidence were immediate, reinforcing the importance of early and coordinated planning before closure decisions are finalised. (Mount Isa City Council and The Next Economy 2025)

For gas-producing regions, the question is not whether activity will change, but how prepared communities are when it does. Reserves in parts of the region may extend for decades, but market volatility, global decarbonisation trends, domestic policy settings and energy price interventions can alter timeframes and viability. (Macdonald-Smith and Cropp 2025)

Forward planning allows councils to protect local services, support workers and businesses, and diversify gradually rather than respond under pressure. Good transition planning takes time. It relies on clear information about timelines, early workforce planning, coordination between industry and government, and place-based strategies that reflect local strengths and risks.

The Australian Government expects the resources sector to contribute significantly to reaching net zero, through:

- Reducing fuel combustion emissions (through electrification and low carbon fuels)
- Reducing fugitive emissions (which is likely to lead to stricter emissions reporting requirements)
- Scaling up carbon capture and storage (CCS)

Santos has commenced commercial-scale CCS operations at Moomba in the Cooper Basin (South Australia), injecting carbon dioxide into depleted gas reservoirs. The Cooper Basin is connected to the same broader basin and pipeline system that extends into South West Queensland, making it the closest established CCS hub to operations around Bulloo and Quilpie.

However, CCS proposals are highly site-specific and can be sensitive where groundwater systems are involved. Concerns about impacts on aquifers that sustain remote communities and industries mean projects face detailed environmental assessment and approval processes. This suggests CCS may be technically feasible for some western conventional assets but remains uncertain in areas such as the Surat Basin or near significant groundwater resources.

2A. A future plan for gas and oil industries	
What councils can do	<ul style="list-style-type: none"> • Councils with a heavy reliance on gas and oil industries can: <ul style="list-style-type: none"> ◦ Understand local dependency on gas and oil industries, identifying rates, roads, jobs and suppliers that rely on the sector. <i>‘Forty per cent of our area is employed by the gas industry.’ – Council representative</i> ◦ Collaborate with industry operators to understand future plans and initiatives and undertake transition planning. This could include developing a relationship compact with industry operators that sets shared expectations about

	<p>local jobs, training, community benefits, environmental performance and how information will be shared as activity ramps up or winds down.</p> <ul style="list-style-type: none"> o Integrate gas and oil transition considerations into Council's economic and resilience planning, to ensure it is being tracked and monitored, and develop a plan for the future of the gas sector in the region. o Diversify economic activity and strengthen other sectors to ensure the local economy is ready to respond to changes in gas and oil industries and support local jobs. This could include setting aside revenue for a future industries and resilience fund when gas and oil activity is strong. <ul style="list-style-type: none"> * Councils that may see gas activity increase in the short term can also work with organisations such as Coexistence Queensland and Councils with experience working with the gas industry to prepare for negotiation of tender agreements and ensure local benefit.
<p>How SWQROC can support</p>	<ul style="list-style-type: none"> * Advocating to regulators and other levels of government to minimise the impacts of changes in gas and oil industries on regional communities and economies. * Coordinating information sharing and support between relevant Councils on navigating gas development, industry collaboration, coexistence, benefit-sharing opportunities and future opportunities in the sector (eg. methane abatement, operational efficiency gains, carbon capture and storage). * Establishing a region-wide picture of gas dependency. This could include building a set of transition indicators for the region (eg. the number and quality of local jobs, diversity of the economic base, participation in training, community wellbeing) and tracking these over time so Councils can adjust their approach if warning signs appear. * Partnering with TAFE/industry on short courses that bridge existing oil and gas workforce into other work eg. civil, utilities. * Implementing a process to track company announcements, regulatory changes, shifting production volumes and offtakes across the region to spot emerging risks early. * Exploring appetite for a regional community reference group for LGAs with high exposure to gas and oil industries, to shape planning and regional outcomes more proactively than reacting to industry decisions and announcements.
<p>How State government can support</p>	<ul style="list-style-type: none"> * Providing clear and forward-looking regulatory signals on resource approvals, environmental standards and decommissioning obligations to improve planning certainty for councils and communities. * Ensuring resource sector contribution frameworks fairly reflect the infrastructure and service costs borne by local governments.

	<ul style="list-style-type: none"> • Supporting place-based transition planning in regions with high gas and oil dependency, including early workforce and economic diversification support.
How federal government can support	<ul style="list-style-type: none"> • Providing long-term clarity on national emissions, energy and export policy settings that influence future demand for gas and oil. • Supporting proactive workforce transition measures in fossil fuel-dependent regions, including retraining, career advice and income support pathways. • Aligning national industry and regional development policy to assist gas-reliant regions to diversify over time.

‘We’re always keen to work alongside Council if there is an opportunity to support diversification... Could say charge less on rates... and can set that aside for future planning.’ – **Gas industry representative**

What have councils been doing linked to opportunity area 2A?
Early stages: Many Councils are aware of the contribution gas and oil industries make to their rate base, community funding and employment, however limited work has been done to date to prepare a future plan for gas and oil industries in South West Queensland.

‘Conventional gas fields are mid-way and waning towards end of life. Conventional targets might be stranded, which will impact development.’ – **Representative from a Queensland landholder engagement body**

Case studies linked to opportunity area 2A
<p>Quilpie advocates for fairer resource sector contributions</p> <p>Quilpie Shire Council has played an active role in advocating for legislative change to ensure resource projects contribute fairly to local government costs. Drawing on direct experience, the Council highlighted gaps in Queensland’s rates framework where resource authorities could expand or move into production without mechanisms to recover unpaid rates.</p> <p>Working through the Local Government Association of Queensland and directly with State Government, Quilpie shared evidence of how these settings shifted financial risk onto councils and communities. This advocacy helped inform proposed amendments to Queensland resource</p>

legislation aimed at linking rates payment to resource approvals and renewals. (South Burnett 2024)

The case demonstrates how small regional councils can influence state policy by clearly articulating on-the-ground impacts and engaging constructively in reform processes.

Planning for phase down so communities don't get caught out

Gas and oil have supported jobs, investment, and local revenue across South West Queensland for decades, but experience elsewhere shows these industries can wind down quickly, often leaving communities little time to adjust.

One lesson comes from Mount Isa, where Glencore's announcement that the underground copper mine and concentrator would close from 2025 landed suddenly, giving the region 12 months to diversify a regional economy that had been synonymous with copper mining for 100 years. The decision had immediate impacts on workers, local businesses, and confidence in the regional economy, highlighting the risks of heavy reliance on a single employer and commodity. In response, Mount Isa City Council moved quickly to engage with industry, residents, businesses, institutions and entrepreneurs to identify pathways to a more future-ready economy. Early, transparent and collaborative planning with major employers is critical for Council planning, workforce transition, economic diversification, and advocating for changing regional needs before closure decisions were finalised. (Mount Isa City Council and The Next Economy 2025)

For gas-producing regions, the question is not whether activity will change, but whether communities are ready when it does. Careful, forward-looking planning can help manage this transition in a way that protects workers, maintains local services, and builds alternative sources of economic activity over time.

Predictions suggest gas reserves could last up to 30 years in some parts of the region, however, market volatility may impact these timeframes, especially as renewables are now the most cost competitive option for new electricity generation. Political decisions (such as establishing a domestic gas reserve) can also significantly impact commodity prices and industry viability, and these kind of political decisions are likely as governments look to ease cost of living pressures and deliver on energy bill relief (Macdonald-Smith and Cropp 2025).

The need to support transition in fossil fuel industries was highlighted by the landmark ruling of the Workplace Relations Tribunal in November 2025, ordering the energy company AGL to support workers set to lose their jobs when South Australia's Torrens Island gas-fired power station closes in 2028 (Donovan 2025). This sets a precedent for the treatment of workers as coal and gas-fired power stations close, which may become relevant to the sector as a whole in the future.

'We know that this is going to happen within the next couple of years. And, you know, with that knowledge, it's our duty to ensure that we're supporting the workers in this process. Well, they certainly need clear information about all the timelines and the next steps. They need career advice on what options they could have, and they need training options and financial assistance to do those particular training options too.' – *David Shankey, CEO of the Net Zero Economy Authority* (Donovan 2025)

Good transition planning takes many years, and it needs certainty and clear information about timelines and next steps, including good career advice to younger workers and workers looking to reskill, about where the genuine future opportunities are.

A useful starting point is to consider what "good" looks like if a region decides to plan ahead. Guidance from the Net Zero Economy Authority emphasises (Net Zero Economy Authority 2025):

- Early workforce planning to support retraining and redeployment,
- Proactive support for affected local businesses and supply chains,
- Coordination between industry, unions, councils, and governments,
- Place-based transition planning that reflects local strengths and risks.

The Next Economy's work in places like Gladstone and the Latrobe Valley reinforces that early planning works best when it brings together industry, workers, councils, and communities, rather than relying on any single actor. Regular engagement, shared data, and honest conversations about future change create the conditions for regions to respond deliberately over time, instead of being forced into rapid decisions when circumstances shift. (Gladstone Regional Council and The Next Economy 2022; The Next Economy 2023)

Opportunity Area 3: Future ready agriculture and grazing



Wheat harvesting in South West Queensland. Credit: SWQROC.

Good would look like

- South West Queensland continues to play a key role in producing food and fibre for Australian and international markets.
- Agriculture continues to contribute significantly to local identity, community and future opportunity.
- Producers and wider agriculture and grazing supply chains are supported to adopt future ready practices to enhance economic viability, resilience to weather extremes, access to high value markets, and ecosystem health.
- Diversity at many levels, from regional production industries to on-farm revenue streams, increases regional and individual resilience.

Agriculture is a cornerstone of local economies and communities across South West Queensland. The large and diversified agricultural sector produces about one third of Queensland's agricultural output, including half of Queensland's wool, sheep and lambs and a fifth of Queensland's cereal crops (SWQROC 2025a). This represents regional agricultural output of over \$1.2 billion annually, and over \$500 million in regional agriculture value-add (SWQROC 2021).

'The ag industry will be here forever – tourism may rise and fall, the gas industry may disappear but ag will remain and this needs to be front and central. Ag provides food and if we cannot do this effectively the entire population of Australia will feel the effects.' – **Council representative**

The sector is facing a number of challenges in the region, all of which have flow on implications for communities and transition:

- Queensland is the most disaster impacted state in Australia (State of Queensland 2021), and the strong reliance on agriculture-based industries exposes the region's economy and communities to significant seasonal fluctuations driven by weather extremes.
- Increasing corporatisation is changing the nature of production in rural areas, requiring operations to scale to remain viable and making it difficult for small family businesses and new entrants.

'With corporatisation you have to be big - you need at least 2,000-3,000 sheep if you want to make money. It's hard to get into – land value and water costs have increased fourfold.' – **Sheep grazier**

- Attracting labour with the right skills at the right time is an evolving challenge and a balancing act. Innovation and new technology are unlocking improvements in efficiency, productivity and sustainability for producers, but also require new skills while reducing the number of local jobs.
- The region has a long history of coexistence of agricultural production and gas, a relationship that is evolving as new types of energy projects enter the region (such as solar, wind, bioenergy and carbon sequestration). This can offer benefits such as diversified on-farm income and drought resilience, investment, professional services, and employment; while bringing new complexities and challenges.
- Carbon farming has had mixed results in South West Queensland, with impacts on rural population and landscape management (see In detail box).
- Water is a precious and limiting factor for the region, sourced from a combination of surface and artesian infrastructure (see In detail box).

Producers have a long history of responding to markets and weather conditions and adapting production and practices accordingly. Many local producers are already engaging in the adaptive and creative thinking this Strategy proposes because their bottom lines depend on it, many of which are featured as case studies throughout this section.

'The next generation is really progressive. They say to me: We're not going to get any more land, so we'd better look after it. And they're right.' – **Regional natural resource management organisation**

Water as central to agriculture in South West Queensland

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In South West Queensland, water can limit what is economically and ecologically feasible. Government water buyback schemes under the national Basin Plan have been controversial because they can take water out of production at prices many producers find unsustainable, raising concerns about jobs and regional town viability in farming areas. (ABC News 2023)

'Water is the biggest limiter.' – **Sheep grazier**

At the same time, proposals to use the Great Artesian Basin for carbon sequestration have been met with strong opposition, and were rejected by Queensland authorities due to risks to groundwater, reflecting deep local concern about protecting this vital water source for agriculture and communities. (Chen 2024)

'Farmers will grow the most efficient crop that offers best return per ML of water, whether that's cotton, corn, sorghum, mungbeans in rotation – it depends on price. I don't agree with the argument that we shouldn't grow cotton because of water – farmers will use the water they're given to grow best crop possible.' – **Cotton industry worker**

Opportunities for action

3A: Support producers to implement future ready practices



Balonne Shire cabbage field workers. Credit: SWQROC.

There are many examples of local producers already leading the way in implementing future ready practices, with varying levels of support from local Councils, industry bodies and regional organisations. This represents a valuable strength of the region to build on. Future opportunities involving building on and replicating successful initiatives to ensure as many producers as possible can access the benefits of future ready practices.

‘People always need an incentive to change. They need impetus, then know where to go to get info. If you can get people to dip their toe in, it’s [regenerative agriculture] an easy sell.’ – Local grazier

3A. Support producers to implement future ready practices	
What councils can do	<ul style="list-style-type: none"> • Support broader uptake of future-facing agri-skills, including regenerative farming, AgTech use, data collection, and low-emissions operations. This could include: <ul style="list-style-type: none"> ◦ Working with regional stakeholders and local producers demonstrating leading practice to support peer to peer education and training.

	<p><i>‘We often learn more from talking to other farmers at these events, than from the so called expert.’ – Cotton Producer</i></p> <ul style="list-style-type: none"> o Highlighting and replicating successful initiatives, to ensure the maximum benefit for locally suited solutions. <p><i>‘There’s an opportunity to strengthen uptake of exclusion fencing to manage feral animals: the feral pig population has exploded after the floods.’ – Local Grazier</i></p> <ul style="list-style-type: none"> o Engaging with the Queensland Government’s AgTech Roadmap and supporting the adoption of innovation and technology where appropriate. <p><i>‘Drones haven’t happened here (grazing in Paroo) yet, but maybe it will. It’s hard with number of trees we have, maybe in more open country.’ – Regional natural resource management organisation</i></p> <ul style="list-style-type: none"> • Prepare for future conditions and build resilience, including through implementing actions in the South West Queensland Regional Disaster Resilience Strategy, the South West Queensland Regional Drought Resilience Plan, infrastructure upgrades and pest management projects. <p><i>‘We need business models that can handle the weather, no matter whether it’s getting worse, to make business more resilient. We can’t stop droughts, but we can stop the damage. You’re not just a victim, it’s all to do with management, and you can improve it.’ – Local Grazier</i></p> <p><i>‘The floods impact access – we have no sales for a week. We’re also preparing for more hot days and looking into installing shade infrastructure before it becomes legislated.’ – Large agricultural business</i></p> <ul style="list-style-type: none"> • Identify priorities for key enabling infrastructure, services and skills that could help increase the uptake of future ready practices, with priorities highlighted in digital connectivity. <p><i>‘I take 50 calls a day as farm manager, but they cut out unless I’m at the top of the dam or in the office in city. It really impacts efficiency.’ – Cotton Producer</i></p> <ul style="list-style-type: none"> • Support regional participation in research, policy and market trials that create opportunities for local producers to contribute to their design, reflect local context, and recognise best practice. <p><i>‘We need another weather radar – there’s nothing between Alice Springs and Quilpie so the weather hits channel country and ‘fades out’ because there’s no data, so we get no warning. This led to issues earlier in the year. We have \$10 million in funding, but the last radar-built cost \$28 million - we need more.’ – Regional Development Body</i></p>
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<p>How SWQROC can support</p>	<ul style="list-style-type: none"> • Advocating for simple, fit for purpose regulation that supports farmers to implement future ready practices without increasing compliance burden (see case study). • Advocating for accreditation systems to distinguish and reward better practice (see case study). <i>'We use significantly less pesticides than our neighbours, who are still aerial spraying, but we're not rewarded.'</i> – Cotton Producer • Spotlighting and replicating successful initiatives.
<p>How State government can support</p>	<ul style="list-style-type: none"> • Ensuring regulatory and accreditation frameworks are fit for purpose in arid and remote production systems, reducing unnecessary compliance burden while maintaining environmental standards. • Providing clear and timely guidance on water policy, vegetation management and nature repair settings so producers can plan with confidence. • Supporting extension, innovation and skills development programs that improve productivity, drought resilience and emissions performance in grazing and cropping systems. • Investing in enabling infrastructure such as digital connectivity and regional weather monitoring that underpins adoption of AgTech and data-driven management.
<p>How federal government can support</p>	<ul style="list-style-type: none"> • Designing national climate, biodiversity and carbon market frameworks that reflect landscape-scale realities and avoid unintended impacts on rural communities. • Ensuring disaster recovery and resilience funding supports long-term preparedness, not just post-event recovery. • Supporting agricultural research, development and adoption programs that are accessible to producers in remote regions.

'Any landscape management solutions need to include people.... There's no chance of managing landscapes regeneratively unless there are people, that care.' – **land manger**

<p>What has the region already done linked to opportunity area 3A?</p>
<ul style="list-style-type: none"> • Producer support: Many land management organisations and industry bodies are active in the region, supporting producers to trial and implement future ready practices. For example, Southern Queensland Landscapes and Maranoa Council held the inaugural Maranoa Agricultural Innovation Expo in April 2024. • Exclusion (single property) and cluster (multiple neighbouring properties) fencing programs: Protects sheep, goat and cattle enterprises from predation from wild dogs, feral pig impacts, and reduces total grazing pressure by excluding feral herbivores. There has been significant uptake in Balonne, Murweh, Quilpie and Paroo. The

scheme has been running for 10 years, with collaboration between NRM groups, local Councils, and funding from State and Federal government and producer funds.

'The exclusion fencing program has helped with all strategies, including erosion and drought. And it's a more premium product - protected from predators the animals are not anxious, so the conversion rate of pasture is better. There's over 1 million acres now.' – Council representative

- **Regenerative practices:** Many local producers have been implementing regenerative practices for many years:
 - Local graziers report improvements in pasture production and drought resilience by focusing on rewatering landscapes using furrows and small banks to slow down water and increase infiltration, and centring management around improving soil health.

'Regen agriculture is all about creating more abundance. There's a noticeable difference in the decisions we made... the land pays you back.' – local grazier

- Cotton producers have seen benefits to crops and reduced insecticide use through integrated pest management.

'Bring in the beneficials [insects], because when you spray and kill everything off, mother nature battles you harder.' – Cotton producer

- Horticultural producers have seen less disease, increased water retention, increased organic matter and soil carbon, significantly reduced insecticide use, and higher quality crops through multi species cover crops, crop rotation and focusing on improving soil health (see case study).

'Regen is addictive – once you see benefits, you want to go harder.' – Horticultural producer

- **Managing stocking rates through cell grazing or rotational grazing:** Varying stocking rates according to pasture conditions, allowing the land to recover between grazing rounds and fencing waterways can improve soil health, pasture quality and resilience.

'We were in severe drought and still had good resilience in grazing.' – Council representative

- **AgTech:** Local producers are beginning to trial new technologies such as drones, and Maranoa Council is engaging with the Queensland Government's AgTech Roadmap, which aims to accelerate AgTech skills and adoption to enhance sustainability and productivity through the use of drones, sensors, robotics and improved data sharing (State of Queensland 2023). The Wandhala (Eagle) Drone Project also explored how First Nations businesses can use drone technology for land management, cultural heritage monitoring and new economic opportunities (see case study). Councils have been working to support the uptake of AgTech through improving digital connectivity and AgTech compatibility in many Councils, and this is a current focus of the Queensland Government (see Opportunity Area 6: Infrastructure to meet future needs).

'We're trialling a spray drone that can spread seed for precise planting, and spray fungicide in wet conditions without damaging the soil.' – Horticultural producer

- **Replacing open bore drains with tanks and troughs to water stock:** Allows for more efficient use of water and attracts less pests.

'The drains used to flood out in winter and be havens for pigs which created swampy areas, and evaporation and seepage caused a lot of loss. We're seeing water pressure in bores go up as water is saved.' – Local Grazier



'South West has been early adopters in AgTech – trailblazers in installing private networks or getting Starlink to support AgTech, and there's been a lot of AgTech developed in the South West.' – **Queensland Government representative**

Case studies relating to opportunity area 3A

The pros and cons of carbon farming in South West Queensland

Feedback on carbon farming in South West Queensland was predominantly negative, with stakeholders pointing to how projects were rolled out and managed, rather than the concept itself, as the core problem. Carbon farming was introduced to parts of South West Queensland with limited local planning and poor integration into existing land and community systems. While some landholders participated in good faith, projects were often designed at a property-by-property level, without sufficient consideration of how landscapes are managed collectively or how changes would affect neighbours and communities. (SWQROC 2024)

Common concerns included land being effectively locked out of production, reduced on-ground management, and fewer people living and working across the landscape. In arid systems, stakeholders argued that removing livestock and active management can increase fire risk, erosion, and feral animal pressure.

There were also concerns about lost future options. In Quilpie, widespread uptake of carbon schemes has meant fewer opportunities to retain offsets locally as emissions requirements approach. A council representative reflected:

'If we'd known that was coming, we would have held onto that.' – **Council representative**

Some benefits were acknowledged, including improved land values and off-farm income. However, the dominant view was that without active management, monitoring, and people remaining on the land, carbon farming is unlikely to deliver long-term landscape or community outcomes.

This experience shows what transition can look like when it is not well planned. As new opportunities such as nature repair and biodiversity markets emerge, there is a clear need to apply these lessons early by designing approaches that work across landscapes and communities, involve communities from the outset, and support both environmental outcomes and the people managing the land.

"It's not a good thing for our region. It has improved land values but has taken a lot of people away. Then they're not doing anything about erosion, feral animals et cetera – if you live there and you see something, you do something about it." – **land manager**

Regenerative farming for soil health, reduced costs and better crops

Moonrocks is a commercial vegetable farm supplying produce to every Australian state and using regenerative farming practices to build soil health, improve resilience, and reduce chemical inputs. Moonrocks has practised regenerative farming for more than 13 years, with a stronger focus over the past seven. The system uses multi-species cover crops, rotation, and rolled ground cover to reduce erosion and build soil health.

Over time, the farm has seen improved water retention, higher organic matter, increased soil carbon, and more beneficial insects. Insecticides have not been used for five years, with targeted clove and garlic oil sprays applied only when needed.

These changes show up in production, including denser onions with longer shelf life. Moonrocks also trials spray drones to enable precise planting and soil-friendly application in wet conditions.

'It shows up in the quality of onions... When nature is in balance, everything works.' - Horticultural producer

AgTech unlocks First Nations business opportunity in land management

Across South West Queensland, land and cultural management work is often seasonal and contract-based, with limited pathways into skilled, locally owned businesses. The Southern Queensland Landscapes's Wandhala (Eagle) Drone Project takes a practical approach to this gap. (Southern Queensland Landscapes 2026)

Funded through the Regional Economic Futures Fund, the project supported around 40 First Nations participants to complete drone training alongside business skills development. The focus was on applying drone technology to real tasks such as land management, cultural heritage monitoring, environmental assessment and agricultural services. Participants built both technical capability and the foundations to deliver services as contractors or small businesses.

Rather than creating a one-off program, the project aimed to equip people with tools that can be used across industries, including conservation, agriculture and renewable energy projects.

For councils, this highlights how targeted training and procurement can support First Nations-led enterprises that keep skills, income and decision-making local.

The need for fit-for-purpose regulation, compliance and accreditation

Across South West Queensland, farmers describe compliance and accreditation as taking up a growing share of their time, often without additional support. As one council representative put it, *"The government is increasing regulation and cost without increasing support."* For smaller and family-run operations, the burden falls directly on producers. *"Farmers have never been so busy. From an outdoor job, with half a day of admin a fortnight, now spend so much in office as compliance and similar tasks take so long and are so complex to navigate. Takes a corporate to have capacity to employ someone to do admin and compliance."*

Standards are not always well matched to local conditions. *"European requirements are not always realistic or appropriate here."* Even where producers adopt accreditation to access premiums, *"The non-mulesing accreditation means I can get a better price in Europe. I'm also looking into carbon accreditation."* Others note that better practice is not always recognised: *"We've got 10 years' worth of data tracking our application of fertilisers, and recovery in plants, to calculate how much is lost"*

to the environment. Other producers are applying five times the fertiliser as a low-cost bet against nutrient limitation, but we're not recognised for reduced sprays."

Together, these experiences point to a need for simpler, locally appropriate, outcomes-focused standards that reward good practice without adding unnecessary burden.

3B: Diversify on-farm revenue streams and production



The Next Economy visiting the Roma saleyards, Maranoa Shire. Credit: The Next Economy.

Agriculture remains the backbone of South West Queensland's economy, but it operates within a landscape shaped by climatic variability, market fluctuations and rising input costs. Many producers are already adapting through improved land management, technology and efficiency. The next step for some is exploring how to diversify income streams alongside core production. Diversification is not about replacing agriculture, it is about strengthening its resilience through more reliant income in seasonal peaks and troughs, capturing more value locally, and making better use of existing land, energy and by-products. In a region where distance and scale can constrain opportunity, on-farm innovation can play a practical role in sustaining both businesses and communities over time.

3B. Diversify on-farm revenue streams and production

<p>What councils can do</p>	<ul style="list-style-type: none"> • All Councils can support new opportunities, by: <ul style="list-style-type: none"> ◦ Documenting existing diversification examples to understand what is working and where. This can include exploring the potential to revitalise past industries where changes in context, markets technology or other factors may make them viable under present conditions. ◦ Convening discussions or workshops on diversification ideas to share information at an existing forum at Council. • Where appropriate, Councils can also support opportunities in: <ul style="list-style-type: none"> ◦ Biodiversity and natural capital, incorporating lessons from what hasn't worked well from carbon farming in the region. This should include consideration of how changes to the EPBC nature laws will impact management practices and vegetation clearing. <p><i>'It's all about improving biodiversity, having natural capital recognised would be a great thing.'</i> – Regional resource management body</p> <ul style="list-style-type: none"> ◦ Co-location of production with renewable energy, including creating mixed-use precincts that add value (see Opportunity Area 1: Energy solutions, and case study below). ◦ Expanded agricultural tourism opportunities (see Opportunity Area 4: Diverse enterprise and tourism). ◦ Conversion of agricultural waste and byproducts into new products (see case study).
<p>How SWQROC can support</p>	<ul style="list-style-type: none"> • Providing information to Councils on new carbon and nature repair market opportunities, incorporating lessons learned from carbon farming. • Supporting Councils to connect proponents with relevant industry programs, feasibility funding and pilot projects. • Spotlighting and replicating successful initiatives, pilots and examples of coexistence and diversification.
<p>How State government can support</p>	<ul style="list-style-type: none"> • Providing clear and workable regulatory pathways for on-farm diversification activities, including tourism, value-adding, timber recovery and renewable energy co-location. • Ensuring vegetation, land use and planning settings do not unintentionally constrain sustainable diversification opportunities. • Supporting regional skills and business development programs that enable producers to explore new revenue streams.
<p>How federal government can support</p>	<ul style="list-style-type: none"> • Designing biodiversity, natural capital and carbon market frameworks that reward active land management and maintain regional population and landscape stewardship. • Supporting value-adding, processing and regional supply chain development through national industry and regional development settings. • Ensuring trade and export policy supports access to premium markets for high-quality, sustainably produced food and fibre.

'In terms of diversifying, we have a resource base we can do all sorts of things with, we're limited only by our imaginations.' – **Sustainable land management professional**

<p>What has the region already done linked to opportunity area 3B?</p> <p>Initiatives vary widely across regions and types of production, but examples include:</p> <ul style="list-style-type: none"> • Exploring tourism opportunities that leverage agricultural production as attractions, for example through the Charlotte Plains Hot Springs, or the Dirranbandi Caravan Park (see Opportunity Area 4: Diverse enterprise and tourism). The Roma Saleyards also hosts events, including welcoming 100 producers for the Young Beef Producers Forum. • Explorations to rebuild a local timber industry in Maranoa (see case study). • Encouraging future diversification and local opportunities in the agriculture sector through collaboration and partnerships between Balonne Shire Council and St George High School's Agriculture, Water and Environment (AWE) Program. The Program is designed to support local career pathways into the agricultural sector through hands-on experience across diverse parts of the local agricultural sector, short course accreditations, immersive camps with farm visits, and networking with industry partners and stakeholders.

'We need to be diversifying the economy to provide some consistency during the peaks and troughs experienced by changes in weather.' – **Council representative**

<p>Case studies relating to opportunity area 3B</p> <p>Exploring on-site uses for energy and by-products at Beardmore Cotton Gin</p> <p>In Balonne, Beardmore Cotton Gin is one of the largest electricity users in the region and is exploring how to better match energy supply with local use. The business is investigating a 3 MW solar and battery system, estimated at around \$3.4 million, to support ginning operations into the evening during the April to September season. However, ginning runs for only half the year, raising a practical question about how to use excess power over summer, particularly given limited ability to export to the grid.</p> <p>In response, the gin is considering on-site diversification that could absorb demand and add value locally, including fertiliser production, cotton spinning, or other uses for currently idle land.</p> <p>The business is also examining value streams from cotton by-products. Cotton seed is partly exported and partly sold locally for feed, while trash is composted and returned to paddocks. Together, these efforts reflect a broader push to capture more value from existing operations and reduce reliance on single revenue sources.</p> <p><i>'We're keen for ideas!'</i> – Beardmore cotton gin</p>
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Cypress pine as a regional timber opportunity

Cypress pine has long been part of the working landscape in parts of South West Queensland, particularly in the Maranoa, where selective thinning has supported both grazing and small-scale timber recovery. Recent discussions suggest there may be renewed potential if the resource is actively managed rather than treated as incidental. Estimates indicate there is significantly more cypress available than previously recognised, and with management it can operate on roughly a 20-year cycle.

Interest is growing in using cypress for local construction and housing, both to retain more value in region and as a lower-emissions alternative to other materials. Wandoan's existing mill and recent local economic development work point to practical foundations already in place.

However, producers note that regulatory settings and costs have made on-farm management and recovery difficult, limiting what is currently viable. The experience suggests that clearer rules and support for sustainable harvesting could help turn an underused resource into jobs, materials and diversification for the region.

Opportunity Area 4: Diverse enterprise and tourism

Charleville cosmos centre, Murweh Shire. Credit: SWQROC.

Good would look like

- A diverse mix of small and medium businesses that are viable year-round and less exposed to seasonal downturns.
- More visitors staying longer and spending locally, supported by stronger tourism products, events and experiences.
- Local enterprises able to access the workforce, premises and services they need to operate and grow.
- Greater participation in business and tourism from First Nations and locally led ventures, keeping more value in the region.

Many locals run multiple roles or enterprises at once, combining farming, contracting, retail, tourism or service work to make a living. These businesses do more than generate income, they keep towns functioning, provide essential goods and services, and often underpin community life.

At the same time, operating conditions are tough. Seasonal demand, climate variability, drought and natural disasters create uneven trading conditions, with some towns experiencing very low footfall through the summer months. For many operators, the basics, finding staff, securing accommodation, managing maintenance delays or upgrading ageing premises, can be just as challenging as attracting customers. These pressures limit the capacity of small businesses to grow or diversify, even where opportunities clearly exist.

In this context, strengthening enterprise and tourism is less about attracting entirely new industries and more about backing local operators, smoothing practical barriers and helping existing strengths translate into year-round economic activity.

‘The tourism side of things has been growing for quite a while and it is something that people really rely on. Need to get people to travel on road infrastructure and be safe doing so.’ – Council representative

Opportunities for action

4A. Support new and established businesses



The Royal Hotel in Quilpie Shire. Credit: SWQROC.

Small businesses and local producers are central to the economic and social fabric of South West Queensland. In many towns, a handful of enterprises underpin employment, essential services and visitor activity. However, distance, small markets, workforce shortages and infrastructure gaps mean that starting or expanding a business can involve higher risk than in larger centres.

Councils often play a practical enabling role, whether by addressing accommodation constraints, supporting tourism collaboration or helping proponents navigate approvals and infrastructure needs. Strengthening enterprise is therefore not only about growth, it is also about maintaining essential services, stabilising town centres and ensuring that local ideas have a realistic pathway to succeed.

"There are some very entrepreneurial people out here, but council often has to bear the risk - how can we support councils to not always have to take on that first risk." – Council representative

4A. Support producers to implement future ready practices	
What councils can do	<ul style="list-style-type: none"> Work with local businesses and industry bodies to address practical barriers to growth, such as accommodation, workforce and infrastructure gaps, for example through regular tourism or business roundtables (as seen with the Roma Commerce and Tourism Association).

	<ul style="list-style-type: none"> • Package events, food, cultural and nature-based experiences to encourage year-round visitation and reduce seasonal downturns. • Support locally led enterprise, including First Nations ventures, by connecting proponents to sites, facilities and early-stage support, building on initiatives such as Kooma PBC’s land management and eco-tourism aspirations. • Use council assets and vacant or under-used buildings to enable small business activity, shared workspaces or visitor services where there is local demand. • Collaborate regionally on niche strengths, such as eco, cultural, heritage or science-based tourism, where coordination across shires improves viability and visitor appeal.
How SWQROC can support	<ul style="list-style-type: none"> • support regional coordination between councils and industry groups • share tested enterprise and tourism approaches • advocate collectively for infrastructure and investment that unlocks local business growth.
How State government can support	<ul style="list-style-type: none"> • Investing in enabling infrastructure that underpins enterprise viability, including roads, aviation access, town centre upgrades and reliable digital connectivity. • Ensuring planning, licensing and compliance processes for tourism, events and small enterprises are proportionate and workable in remote settings. • Supporting regional workforce and training pathways aligned to hospitality, trades and small business management. • Recognising the cumulative impacts of seasonal workforce and visitor surges in infrastructure and service funding decisions.
How federal government can support	<ul style="list-style-type: none"> • Designing regional development and small business programs so they are accessible to remote councils and SMEs with limited administrative capacity. • Supporting digital connectivity and regional air services that enable tourism growth, remote work and diversified income streams.

‘The key is ideas and proponents. Capital, commitment and risk are barriers.’ – Council representative

What has the region already done linked to opportunity area 4A?

- Councils continue to support local businesses and industry through day-to-day economic development, promotion and problem-solving.
- Tourism growth and diversification is a clear priority across LGAs, with investment in infrastructure, events and local attractions that draw visitors and support town centres.
- Councils are working directly with local businesses and industry bodies, including Chambers of Commerce, to identify practical barriers such as accommodation capacity and seasonal slow periods.
- Local campaigns, events and packaging of regional assets, including nature, heritage and cultural experiences, are being used to spread visitation across the year.
- In some towns, councils and private operators are exploring or scoping additional short-term accommodation and facilities to respond to peak demand and workforce needs.

‘It’s hard to justify capital outlay with the business open only 6 months of the year.’ =
Small business owner

Case studies relating to opportunity area 4A
<p>Dirranbandi Caravan Park driving local value through tourism and collaboration</p> <p>The Dirranbandi Caravan Park shows how entrepreneurial local leadership can create new sources of value for the region. By collaborating with the owners of Cubbie Station, the park has developed paid tours that share positive stories about local history, agricultural production, and innovation, attracting visitors who might otherwise pass through town.</p> <p>The park has also focused on encouraging longer stays. Simple initiatives such as a worm farm providing free bait for fishing and low-cost bike hire help visitors spend more time locally, supporting nearby businesses. These efforts sit alongside a broader beautification approach aimed at getting people to stop, stay, and spend in Dirranbandi.</p> <p>Weather remains an important factor. In 2025, access constraints following rain meant only 17 of 70 planned Cubbie Station tours could run, highlighting how climate variability can affect tourism operations. Even so, the model illustrates how local collaboration and flexible, place-based ideas can build economic resilience while adapting to changing conditions.</p> <p>Bollon Rural Supplies and the role of local services in regional resilience</p> <p>In small towns, the loss of a single piece of infrastructure can have wide ripple effects. In Bollon, a fire destroying the local pub removed a key social and economic hub, reducing foot traffic and activity across the town. Since then, Patrick, who operates the local rural supplies store and service station, has been working to rebuild a new pub alongside his existing businesses.</p>

The town retains important assets, including a popular caravan park that regularly hosts up to 90 caravans, but practical challenges remain. There is a shortage of skilled trades such as mechanics and limited pedestrian connectivity between key sites. Small, practical fixes, such as safer walking routes and public transport such as bicycles between town facilities, could make a noticeable difference to how long visitors stay and where they spend money.

A local business built around town needs

In Yackandandah in north-east Victoria, the possible closure of the town's only petrol station prompted seven locals to act. In 2002 they established the Yackandandah Community Development Company to secure fuel supply for the long term. The service station became the foundation for a broader local business, later expanding into rural supplies, hardware and gardening as demand grew.

YCDCo operates on a commercial footing, but with clear rules about what success looks like. Profits are split between dividends for more than 650 local shareholders and reinvestment in community initiatives, with up to half directed back into the town. Employment, local sponsorships and a bi-monthly newspaper are treated as part of the company's role, not add-ons. (YCDCO 2026)

For councils, this shows how locally anchored enterprises can stabilise essential services. Practical support can include access to land or premises, patient approvals, early procurement commitments, and backing feasibility work when a service is at risk of leaving town.

4B. Explore areas of emerging opportunity



Campfire at Dig tree in Bulloo Shire. Credit: SWQROC.

Alongside supporting existing businesses, there is interest across South West Queensland in what might come next. The region has clear assets - land, agricultural production, freight routes, renewable energy potential and practical technical skills. The question is how those assets can translate into new or expanded industries over time.

Some of these opportunities build on what already exists, such as value-adding to local crops, bioenergy, logistics or dark sky tourism. Others relate to broader shifts, including digital work, supply chains linked to Brisbane 2032, or industries that benefit from space and lower land costs. None of these will progress on their own. They depend on affordable power, reliable connectivity, workable planning settings and a willingness to test ideas without overcommitting scarce local resources.

“Tourism is an important part of being able to diversify our economy. Many businesses would not be able to stay viable from local spend alone, tourists coming through the door keep them open.” – Council representative

4B. Support producers to implement future ready practices	
What councils can do	<ul style="list-style-type: none"> Continue to identify and test opportunities that build on regional strengths, including agri- and eco-tourism, dark sky experiences, speciality processing and technical or service-based industries.

	<ul style="list-style-type: none"> • Provide clear pathways and practical support for First Nations and local entrepreneurs to develop tourism, food and land-based enterprises where sites or facilities are available • Share information on emerging proposals, such as industrial precincts, bioenergy or data centres, so councils can learn from each other and avoid duplicating effort. • Package local products, services and experiences to position the region for major events and supply chain opportunities linked to Brisbane 2032. • Use council planning, land and infrastructure decisions to make it easier for new businesses to establish and grow locally.
How SWQROC can support	<ul style="list-style-type: none"> • connect councils with state and federal programs • lead collective advocacy and promotion for opportunities including those linked to Brisbane 2032 and new supply chains • coordinate regional intelligence on emerging industries
How State government can support	<ul style="list-style-type: none"> • Providing clear regulatory pathways for mixed-use precincts, value-adding, tourism ventures and renewable energy co-location where suited to local strengths. • Aligning state industry and regional development settings with opportunities emerging in bioenergy, logistics, advanced processing and nature-based tourism. • Supporting First Nations-led enterprise through land access, training and procurement pathways.
How federal government can support	<ul style="list-style-type: none"> • Aligning national industry and regional development policy with opportunities emerging in remote regions, including supply chain and value-adding activities. • Ensuring national procurement and major event supply chains provide transparent pathways for regional business participation.

‘There are opportunities we don’t currently maximise: for improved dual incomes for farming families that have some highly educated members with capacity to earn more income if companies could accept remoteness, or telehealth... gets money from outside the region paying some salaries. We need digital connectivity for this; it’s slightly better now with Starlink. We also need physical connectivity with that – airline connectivity is abysmal.’ – Regional development body

What has the region already done linked to opportunity area 4B?
<ul style="list-style-type: none"> • Councils are actively scanning for new industries that align with local strengths, including land availability, renewable energy, freight routes and technical skills.

- Early feasibility and partnership work is underway in some areas, such as sustainable aviation fuel and bio feedstock opportunities linked to local crops and processing.
- Industrial and mixed-use precincts are being planned or progressed in several towns to create space for new businesses and light industry.
- Interest has emerged in opportunities such as data centres and logistics, with councils sharing information and assessing suitability and impacts.
- First Nations organisations and communities are pursuing self-determined enterprise initiatives, including tourism and land-based ventures, supported by local partnerships and traineeships.
- Regional coordination is occurring around the Brisbane 2032 Olympics to understand local business capability and position the region for supply and visitation opportunities.

‘Power is not affordable and it’s damaging business viability.’ – Council representative

<p>Case studies relating to opportunity area 4B</p> <p>Tourism that anchors visitors in place</p> <p>In Longreach, tourism plays a steady role in supporting local jobs and services in a remote setting. Outback Pioneers is a family-run business that has built its offer around working outback life, river systems, and regional history, rather than a single attraction. Experiences range from station visits and river cruises to heritage transport and storytelling, encouraging visitors to stay longer and engage more deeply with the region.</p> <p>The business operates as part of a wider local ecosystem. Experiences are seasonal, rely on local knowledge and labour, and link visitors onward to nearby towns and attractions, including Winton. Accommodation, dining, transport, and tour products are treated as complementary rather than competing. (Outback Pioneers 2026)</p> <p>This points to the value of supporting tourism as a connected system. Coordinating event calendars, aligning destination marketing across council boundaries, and supporting local operators to package experiences can help spread visitor spend, smooth seasonal peaks, and reinforce tourism as a reliable part of the regional economy.</p>

“How can we change - rather than east serving west, to be west serving east?” – Council representative

Opportunity Area 5: Value from waste, recycling and circular economy



Recycling campaign in Maranoa Shire. Credit: SWQROC.

Good would look like

- Councils, industries and businesses are supported to develop and implement waste solutions appropriate to their region.
- The value of waste streams is maximised for local benefit as much as possible.
- Waste sent to landfill is minimised by standards and good design that prioritise recoverability.

Waste and resource recovery sits squarely within the remit of local councils, and a lot has been done already by councils across the region to identify and progress initiatives for this Opportunity Area.

Regional collaboration is often essential to reach scale and economic feasibility for waste initiatives. SWQROC has contributed significant strategic oversight through the Energy and Emissions Strategy and The Regional Waste and Resource Recovery Plan. Many councils are exploring similar opportunities, however strategic regional coordination and cooperation will be necessary to ensure the scale and viability of projects and that benefits flow across the region. To this end, a Waste Officer will be appointed to coordinate initiatives across the region.

Significant challenges exist for local councils to realise the potential of recycling and circular economy initiatives in South West Queensland, including:

- Limitations due to scale and cost often limits viability where population numbers are small and transport distances and costs high
- Regulatory settings often further restrict or complicate possibilities in remote areas
- Compliance with waste collection requirements

Councils need simple initiatives that could save them money and preserve space in local landfills.

“We speak recycling, but don’t act it. There’s a real care or cost factor, but really it should just be part of liveability.” – Council representative

Opportunities for action

5A. Explore collaborative opportunities to reduce waste management costs and add value



Recycling at Dirrinbandi Caravan park, Balonne Shire. Credit: The Next Economy.

Waste management is a growing cost pressure for councils across South West Queensland. Long distances, small volumes and strict compliance settings mean that transporting, processing and disposing of waste can be expensive and complex. For many councils, the priority is about managing landfill airspace, reducing risk and keeping costs stable for ratepayers.

At the same time, there is interest in whether some waste streams could generate local value or reduce transport costs if handled differently. Because volumes are small and markets are limited, collaboration across councils is often the only way these options become viable. The challenge is to balance environmental responsibility with economic reality in a remote context.

“You have to have a longer term strategy to work towards, otherwise you fall victim to the whims of the political cycles.” – Council representative

5A. Explore collaborative opportunities to reduce waste management costs and add value	
What councils can do	<ul style="list-style-type: none"> * Encourage waste minimisation, reuse and recovery through: encouraging circular economy principles in design stages of local projects; implementing design standards for construction that enable material recovery, repurposing and recycling at end of life; and incorporating waste reduction in EcoBiz offerings. * Collaborate with SWQROC Regional Waste Officer on waste streams for regional collaboration, where volumes and costs justify a shared approach (see case study). For example, Murweh and Maranoa Councils have expressed interest in small-scale plastics recycling plants, which would require strategic location and regional collaboration to achieve waste volumes, logistics solutions and economies of scale. * Explore improved transport and logistics solutions to enable cost effective transport and processing of waste streams, including new opportunities enabled by proposed intermodal rail facilities and new hub and spoke logistics models and back haulage (see Opportunity Area 6: Infrastructure to meet future needs).
How SWQROC can support	<ul style="list-style-type: none"> * Encouraging waste minimisation and resource recovery considerations to be built into design and planning through sharing information on best practice design for building longevity, repurposing, reuse and recycling. * Advocating for regulatory settings that are fit for purpose for remote areas and small volumes, reduce reliance on grant funding, and allow flexibility for rural and remote councils to trial low-volume or decentralised circular economy initiatives and value from waste solutions. * Advocating for a consistent statewide community education campaign to take the burden of education and compliance off individual local Councils. * Supporting collaboration and dialogue between Councils and logistics providers on improved transport and logistics solutions to enable cost effective transport and processing of waste. * Sharing and replicating successful initiatives.
How State government can support	<ul style="list-style-type: none"> * Ensuring waste levy, stockpiling and compliance settings reflect the realities of low-volume, long-distance and remote conditions, while maintaining environmental standards. * Providing regulatory flexibility to enable pilot and small-scale circular economy initiatives where volumes do not meet metropolitan thresholds. * Supporting regional-scale coordination of resource recovery infrastructure where collaboration across councils improves viability. * Delivering consistent, statewide community education on waste and recycling to reduce the burden on individual councils.

<p>How federal government can support</p>	<ul style="list-style-type: none"> • Designing national product stewardship and packaging frameworks that reduce waste at source and improve recoverability in regional areas. • Supporting innovation, research and demonstration of decentralised or modular recycling solutions suited to remote contexts.
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'We need to sexify waste and local government roles.' – Council representative

<p>What has the region already done linked to opportunity area 5A?</p>	
	<ul style="list-style-type: none"> • Regional collaboration: SWQROC has established a Waste and Resource Recovery Working Group to coordinate regional waste and resource recovery across the region through the support of a Regional Waste Coordinator funded by the Queensland Government. The Coordinator will work collaboratively with councils across the region to improve the economics of resource recovery and help achieve the region's waste and resource recovery targets. • Waste to energy: Several opportunities to reduce landfill emissions and generate energy from waste were identified in the SWQROC Energy and Emissions Strategy (Forde and Barnes 2024). A business case assessment of waste to energy using clean wood and mixed waste streams deemed these options to be currently not feasible for the region, due to significant costs to pre-process and transport waste feedstock, establishment and operational risks, and financial disincentives through the Waste Levy Rebate that applies to Maranoa (AEC 2025). However, the Queensland Government has signalled that the Waste Levy Rebate will be reduced and phased out over time, which may change the economics of waste disposal and viability of these options in the future. • Recycling: Balonne has a successful Containers for Change initiative, with an operator who is interested in expanding recycling services on offer. • Tyre shredding: Murweh Council successfully acquired a grant to bring out a mobile tyre shredder, however the cost of transporting the tyre crumb made this an economically unviable option for ongoing recycling. Tyre recycling was also explored Quilpie Council, but found to be unviable due to distance, cost and small waste volumes. <p><i>'You have heard the term food miles, that is for everything here... the tyranny of distance, and then you are perpetuating the wear and tear on roads.'</i> – Council representative</p> <ul style="list-style-type: none"> • Concrete: Several Councils have explored options for concrete crushing and recycling. Paroo Council has applied for a grant for a mobile concrete crusher, with letters of support from Murweh and Balonne, to reduce this waste stream across the region. Balonne Council offered concrete to cotton farmers for irrigation channels to reduce water seepage, but there was low uptake. Maranoa is also exploring concrete crushing under the new Queensland Government Resource Recovery Boost fund.

- **Organic waste:** Many Councils have explored opportunities to divert and reuse organic waste, but often face challenges of limited waste volumes, contamination, regulatory hurdles, biosecurity risk and weather extremes. Maranoa Council explored opportunities in composting but faced barriers with extreme temperatures, and exploration of opportunities in biochar were ultimately unsuccessful due to lengthy approval timelines of 3-5 years.
- **Infrastructure upgrades:** Many Councils have applied for grant funding for upgrades to improve waste management, including a waste transfer station in Balonne, a redesign of the dump in Murweh, and in Paroo a waste transfer station in Cunnamulla in addition to facilities to divert concrete and metal waste from landfill in surrounding townships to extend the lives of landfills. Explorations of intermodal rail upgrades between Roma and Charleville may also enable new waste management options through better options for transport and logistics.
- **Community education:** Most Councils have articulated that community education is needed to support recycling behaviours and reduce contamination and illegal dumping. Paroo has sought funding and support to prepare communities for recycling through programs such as Waste Mates, although Balonne Council found that a \$20,000 grant for community education didn't shift contamination rates, and believes a state run education program is needed.

"We get hammered by compliance: most people are good, but 20 per cent of the community struggle with compliance and care. Council gets huge pushback when enforcing - compliance doesn't pass the pub test." – Council representative

Case studies relating to 5A

Making waste work in remote and low-volume contexts

Across South West Queensland, councils are managing waste in a context of long distances, small volumes, and high transport costs. Balonne Shire Council illustrates how local governments are navigating these constraints while trying to improve outcomes over time.

Balonne has around 50 years of landfill capacity remaining and is focused on "*looking after the airspace*" by reducing what goes to landfill where possible. The council has recycled for more than 20 years and remains the only shire outside the waste levy to do so, despite recycling needing to be trucked long distances. Targeted grants have enabled tyre recycling at scale, while other waste streams such as mattresses, e-waste, and construction materials remain costly and difficult to manage.

Similar challenges and thinking are evident across the region. In Quilpie, council explored options such as back-freighting waste on trucks that already receive subsidised freight into town, but identified regulatory barriers that prevent stockpiling waste at a scale that would make recycling viable. Tyre shredding has also been examined multiple times and found unworkable on an ongoing basis due to distance, cost, and low volumes. In Maranoa, fines for excess stockpiling of

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materials in landfills has been identified as a barrier to achieving the volumes of waste needed to make management economically viable.

As one council officer put it, *"We can't afford not to care...We're trying to leave a legacy."* The experience highlights the need for policy and funding settings that better reflect remote and low-volume conditions.

Regional cooperation to improve waste and resource outcomes

Managing waste and recycling in regional areas is shaped by distance, scale and limited local markets. In neighbouring New South Wales, NetWaste provides an example of how councils have responded by working together rather than acting alone.

NetWaste is a voluntary group of member councils that coordinates approaches to waste and sustainable materials management across the region. It supports councils to jointly plan services, share technical knowledge, and collaborate on procurement and contracting for kerbside and operational services. By aggregating demand and aligning standards, member councils are better placed to secure services that would be difficult or costly to achieve individually.

The group also provides a platform for shared investment and planning around infrastructure, helping councils explore options for recycling and resource recovery that rely on regional scale rather than single local facilities. (NetWaste 2023)

For South West Queensland, where similar distance and scale challenges apply, the case shows how voluntary regional collaboration can strengthen service delivery, reduce costs, and open up pathways for local recycling and resource recovery that support long-term resilience.

Opportunity Area 6: Infrastructure to meet future needs



Flooding in Maranoa Shire. Credit: SWQROC.

Good would look like

- The transport ecosystem provides a range of transport options to ensure the sector as resilient and efficient as possible. Transport solutions are affordable and accessible, enable collaborative solutions that maximise their beneficial use and minimise costs for all users, and enable other sectors to reduce supply chain emissions through offering low carbon transport options.
- Key infrastructure for digital connectivity and water security support liveability and enable future opportunities.
- A variety of quality housing options are available, and can be maintained, to support populations and attract skilled workers to remote and regional communities. The design and construction of buildings incorporate circular design principles to minimise waste and maximise resource recovery at end of life.

Across South West Queensland, infrastructure is less about large new assets and more about whether everyday systems work reliably. Transport, digital connectivity, water and housing all shape whether people can live well, businesses can operate efficiently, and new opportunities can take root. When these foundations are strong, the region is more resilient and competitive. When they fall short, the impacts are felt quickly in higher costs, workforce shortages and missed investment.

Distance, small populations and exposure to climate variability make delivery more complex and expensive than in metropolitan areas. Councils often step in to coordinate practical solutions, advocate for funding and make the most of existing assets. The focus is therefore on strengthening and better using what is already in place, improving reliability, and targeting upgrades that unlock broader benefits across sectors.

Opportunities for action

6A. Improve access to reliable, affordable, decarbonised transport options



Train in Quilpie Shire. Credit: SWQROC.

The transport sector is a key enabler for remote regions such as South West Queensland. Remoteness and the associated high cost of freight and transport create barriers to liveability and business viability. Strengthening this sector can therefore unlock opportunities across a number of other sectors.

‘The cost of regional postage and freight is prohibitive for apparel. For local businesses to grow, we heard they would have to relocate to Toowoomba or Brisbane.’ – RDA DDSW

Access to decarbonised logistics and supply chains is important to maintain the competitiveness of business and industry and enable future opportunity. National and global shifts on reporting of emissions data across supply chains are expected to impact the freight and transport sector in coming years, with flow on effects to industry and business that reward reputation and procurement opportunity to businesses ahead of the curve and create risks for those who fall behind. Leading global companies are exploring green logistics strategies, investing in low-emissions technologies, and using AI and data to optimise efficiency and cut waste from networks.

There is significant interest across the region in reviving the role of rail, which aligns with federal ambitions to increase the share of freight moved on rail to decarbonise the transport sector, and the Queensland Government’s review of the Queensland Freight Delivery Plan which seeks to encourage freight system innovation and improvements that drive regional economic growth and productivity (State of Queensland 2025). Strengthening rail can drive a number of indirect benefits including enhancing community and industry viability with flow on benefits to other sectors, encouraging creative logistics opportunities, and alleviating the impact of heavy freight on roads during wet periods in particular, a concern often expressed by local Councils and residents.

‘We also need physical connectivity [to enable remote work] – airline connectivity is abysmal. From an economic development point of view, you can’t overstate how important that is.’ – Regional development agency

6A. Improve access to reliable, affordable, decarbonised transport options	
What councils can do	<ul style="list-style-type: none"> • Explore opportunities to maximise the use of rail, including supporting and utilising proposed intermodal freight and rail facilities between Roma and Charleville. • Explore creative logistics and transport solutions such as back haulage (see case study). <i>“Back freight is such an obvious solution, why would you not explore it more?” – Council representative</i> • Survey or interview local businesses, freight operators and community services to identify key gaps and priorities including freight reliability and passenger services. • Identify where infrastructure and upgrades such as EV charging and alternative fuels such as hydrogen and biofuels are most needed to support future transport ecosystems. For example on key highway and tourist routes, major depots, industrial and commercial areas. • Review Council's vehicle use and plant replacement program, including exploring options to reduce travel and carpool.
How SWQROC can support	<ul style="list-style-type: none"> • Investigating opportunities for the benefits of rail to reach western parts of the region. • Supporting collaboration and dialogue between Councils and logistics providers on improved transport and logistics solutions to overcome barriers of transport distance and cost. • Advocating for Queensland Energy Roadmap to expand funding for key EV charging points in remote councils that aren't currently included. Work with Councils to identify potential locations for EV charging and infrastructure development to enable decarbonised transport options.

	<ul style="list-style-type: none"> Monitoring changes in regulation, markets and uptake of decarbonised transport options to ensure local councils are prepared to act in time to attract new opportunities. Exploring and communicating alternative transport options that have greater resilience during times of flood and extreme weather Whales (see case study).
How State government can support	<ul style="list-style-type: none"> Investing in resilient freight and passenger corridors, including upgrades that reduce wet-season disruptions and safety risks on priority routes. Working with councils and industry to assess where rail and intermodal options are realistically viable, and where targeted upgrades could unlock shared benefit. Ensuring regional charging and alternative fuel infrastructure planning includes remote corridors, not only coastal and metropolitan routes.
How federal government can support	<ul style="list-style-type: none"> Co-investing in nationally significant regional freight corridors and intermodal infrastructure where it improves supply chain reliability and reduces costs. Supporting low emissions freight transition in a way that works for long-distance and remote operating conditions.

"We would find a way to use it [rail] if it happened." – Cotton Gin Worker

What has the region already done linked to opportunity area 6A?
<ul style="list-style-type: none"> Encouraging rail: Murweh and Maranoa Councils are collaborating on a transport study exploring strengthening rail and intermodal freight between Roma and Charleville. The study includes collaboration with CSIRO to establish a baseline analysis of regional freight to provide insights into current freight emissions, and identify opportunities to shift freight to rail. EV charging: Balonne Council has installed two EV charging Stations in St George, although range anxiety remains a concern for EV use in the region. The Queensland Energy Roadmap outlines funding for EV charging points across Queensland, although many remote areas of South West Queensland aren't currently included.

"The shift is about compliance and staying competitive in a carbon-conscious world. By aligning with these evolving standards, Australian businesses are better positioned to compete and collaborate on the global stage. The sooner businesses adapt, the better positioned they'll be for what's next." – Freight logistics company

Case studies relating to opportunity 6A

Rail as overlooked infrastructure with future potential

Rail used to be a normal part of everyday life in South West Queensland. The South Western line reached Dirranbandi in 1913 and for decades carried livestock, grain, mail and passengers between towns and larger centres. The Dirranbandi Mail, which stopped in 1993, was the last mail train in Australia.

Over time, road freight took over and services reduced. Some sections closed, including Thallon to Dirranbandi after flood damage in 2010. But much of the corridor still exists. Queensland Rail continues to own and maintain the track, and freight operators can run services under access agreements. In other words, the bones of the system are still there. (Queensland Rail 2025)

Councils are now looking again at what rail could realistically do. Not as a replacement for trucks, but as a complement. For bulk goods and longer distances, it could lower costs, reduce heavy vehicle traffic on roads and provide a more resilient option during wet periods.

Work already underway between Roma and Charleville shows how existing infrastructure could be used more effectively, rather than starting from scratch. The opportunity is less about rebuilding the past and more about making better use of infrastructure that is already in place.

Regional logistics solutions in Queensland

Freight is a quiet but critical part of keeping towns supplied and affordable in South West Queensland. Truckit delivers subsidised freight under contract with the Queensland Department of Transport and Main Roads, running regular services along the Warrego and Balonne highways. Retailers and supermarkets, particularly food and grocery suppliers, provide the steady weekly volumes that underpin the service.

'Reducing waste in the industry is fundamental to what we do... We're excited to find solutions, there might just be more conversations that need to be had.' – Truckit

To keep costs down, Truckit plans routes to run close to full capacity and actively fills spare space, coordinating with councils and local businesses to utilise any spare capacity. This helps reduce empty kms and stabilise freight costs for smaller towns. There is growing interest in using return routes to move goods west to east or transport materials such as waste to processing facilities.

Together, these approaches show how smarter use of existing logistics networks can lower costs, reduce emissions and open up new regional services. (Truckit 2025)

'This is the best way to keep freight and cost of goods down in those supermarkets – we want to see these regional towns prosper, we don't want to see people leaving these areas.' – Truckit

Logistics solutions unlock new opportunities

Freight access is a persistent constraint in remote Queensland, where long distances, flooding and limited road or bridge capacity can delay or restrict the movement of heavy equipment. In

Mount Isa, council has been exploring alternatives that could strengthen reliability while supporting new industries.

Flying Whales has developed a large helium-lift airship designed to carry loads of up to 60 tonnes with low to no emissions. The aircraft is intended to transport bulky items such as wind turbine blades and construction materials directly to remote sites, without relying on ground infrastructure. This could allow freight to bypass damaged roads, weight-restricted bridges, or flood-affected corridors.

In October 2024, Mount Isa City Council signed a memorandum of understanding to host the company's first Australian base, citing predictable weather, proximity to mines and growing renewable energy projects.

If realised, the approach could broaden freight and commuter access, supporting liveability and economic resilience alongside traditional transport networks. (Mount Isa City Council and The Next Economy 2025)

6B. Ensure digital connectivity enables future opportunities



Balonne Shire mobile towers. Credit: SWQROC.

Digital connectivity is a core element of almost every part of regional life and work. In South West Queensland, distance makes this even more pronounced. Reliable internet and mobile coverage affect how businesses trade, how students study, how health services are delivered, how producers manage operations, and how communities stay connected during disasters.

Connectivity also shapes whether new industries are realistic. Remote professional work, telehealth, precision agriculture, tourism marketing, data-driven services and supply chain participation all rely on dependable, affordable connections. In towns where housing, workforce and infrastructure already present constraints, poor connectivity can quietly become the deciding factor in whether a business invests or a family relocates.

'Connectivity is so closely linked to livability – connectivity attracts younger people to the area to work or businesses to the area to invest, it attracts visitors who can post stories and experiences along the way.' – Queensland government representative

Despite significant national investment in regional communications, gaps remain in coverage, backhaul capacity, redundancy and digital capability across parts of South West Queensland. These gaps do not only affect convenience but also affect safety, competitiveness and long-term economic resilience. (Commonwealth of Australia 2022)

6B. Ensure digital connectivity enables future opportunities

<p>What councils can do</p>	<ul style="list-style-type: none"> * Maintain a clear, evidence-based list of priority connectivity gaps and impacts to strengthen advocacy with state, federal and telecommunications providers. * Implement recommendations of the Queensland Government's connectivity study (forthcoming). * Integrate digital resilience into disaster planning, including identifying critical sites where power continuity and connectivity are essential. * Support digital skills and inclusion, for example, building on existing initiatives in collaboration with regional stakeholders and telecommunication companies to: <ul style="list-style-type: none"> o Promote or co-host basic digital skills workshops and cyber-safety sessions, especially for small businesses, older residents and community groups. o Support skills, access and offerings for tele-health services. <p><i>'Stakeholders are doing work in this space already, it's about doing the work better together and pooling available resources for community outreach through tech hubs, Telstra et cetera.'</i> – Queensland government representative</p>
<p>How SWQROC can support</p>	<ul style="list-style-type: none"> * collaboration and advocacy for identified priorities for key enabling infrastructure, services and skills * collaborate on initiatives with Councils
<p>How State government can support</p>	<ul style="list-style-type: none"> * Using place-based evidence to prioritise upgrades in areas where connectivity constraints are limiting productivity, safety or service access. * Supporting digital inclusion and capability initiatives that help small businesses and communities make practical use of improved connectivity. * Supporting resilience upgrades, including backup power and redundancy, in remote and disaster-prone communities.
<p>How federal government can support</p>	<ul style="list-style-type: none"> * Prioritising remote coverage, reliability and disaster resilience in national communications investment and regulatory settings. * Ensuring funding programs are accessible to small and remote councils without disproportionate administrative burden.

'Connectivity can impact investment in community – when looking to set up a business, one of first questions is does it have good connectivity? If not, it's a huge roadblock.' – **Government representative**

What has the region already done linked to opportunity area 6B?

- **Understanding challenges and key priorities:** The Queensland Government is currently undertaking a review of the current state of digital connectivity and key priorities for investment across South West Queensland. These will be outlined in a forthcoming report "Digital Connectivity in South West Queensland".

'When power goes down connectivity goes down, and people can be without communication during disasters, which isn't a great outcome. It was an issue in the recent floods.' – **Government representative**
- **Infrastructure upgrades:** Many Councils have been advocating and seeking funding to improve digital connectivity in their area. For example, Balonne Council has been working with NBN on connectivity roll out, and partnering with agricultural peak bodies and organisations to improve on on-farm connectivity. Additionally, backhaul capacity and redundancy constraints have been identified in several LGAs, limiting competition, speed upgrades and disaster resilience.
- **Digital literacy:** Many Councils and regional stakeholders are working to strengthen digital literacy, for example Paroo Council has received two grants for the Cunnamulla and Yowah libraries to build digital confidence and provide valuable digital skill development for community members. Balonne Council has held cybersecurity and digital connectivity workshops with partners, with more planned. The Balonne Workforce Development program has also secured funding until November 2026 to support the development of digital skillsets for employers and job seekers.

'A lack of connectivity literacy means not understanding options, being signed up to plans that aren't fit for purpose, relying on outdated equipment etc. For example, getting a new modem can make a big difference.' – **Government representative**

'We need to invest in digital connectivity upfront to attract and ensure good quality of life... Rather than looking at population to drive investment, look at diversification and future opportunities.' – **Queensland Government representative**

6C. Ensure water security enables future opportunities



Balonne river at sunset. Credit: SWQROC

Water underpins every part of South West Queensland's economy and daily life. It shapes what can be grown, processed and transported, where people can live, and which industries are viable over the long term. While the region benefits from significant surface and artesian resources, these systems operate within a climate defined by high evaporation, long dry periods and increasing variability. Drought is not an exception but a recurring condition that communities have learned to plan around. (SWQROC 2025)

Local councils, producers and landholders have spent decades adapting to these realities through practical measures, from on-farm storage and bore upgrades to careful town supply management and staged infrastructure investment. The challenge now is to build on this foundation. As new industries emerge and temperatures rise, water security will increasingly shape which opportunities are possible and which are not. Managing water well is therefore not just about resilience, but about enabling future growth and diversification. (State of Queensland 2022)

6C. Support producers to implement future ready practices	
What councils can do	<ul style="list-style-type: none"> • Align water planning with economic development so new housing, industry and services match realistic supply capacity. • Prioritise low-cost efficiency upgrades first, including leak reduction, metering, reuse and smarter irrigation. • Support producers and businesses to adopt proven water-saving technologies and drought-resilient practices. • Stage modular infrastructure upgrades rather than large one-off builds, to suit scale and funding realities. • Integrate water considerations early into land use, energy and industry proposals to avoid future constraints.

<p>How SWQROC can support</p>	<ul style="list-style-type: none"> • Build a regional picture of future water demand and constraints to strengthen the case for state and federal investment. • Coordinate shared projects and joint funding bids where scale improves viability. • Share tested approaches between councils so practical solutions can be replicated more quickly. • Advocate for funding models that recognise higher service delivery costs in remote and drought-prone areas. • Support the establishment of a Regional Infrastructure Delivery Office (as recommended by SWQWSA) to coordinate delivery, build operator capability, strengthen environmental compliance and provide shared procurement and project management across councils.
<p>How State government can support</p>	<ul style="list-style-type: none"> • Providing a long-term, multi-year funding allocation aligned with the SWQWSA 10-year Program of Works. • Supporting establishment of a Regional Infrastructure Delivery Office to coordinate procurement, compliance, capability building and staged delivery across councils. • Ensuring water and sewerage renewal is treated as enabling economic infrastructure, not only as asset maintenance. • Supporting landscape and catchment programs that improve infiltration, reduce losses and strengthen drought resilience.
<p>How federal government can support</p>	<ul style="list-style-type: none"> • Aligning national resilience and regional development funding with staged water and sewerage renewal in remote regions. • Supporting pilot models such as the proposed Regional Infrastructure Delivery Office where they demonstrate scalable reform.

'Queensland has been rehydrating the landscape, putting in furrows and small banks to slow down flow of water and encourage growth of pastures/ground cover. People are caring for country. If you look at the history of this place, used to run huge numbers of sheep and did not allow the country to recover after dry times but now really caring for the land and making sure it has time to recover, fencing waterways et cetera.' – **Regional natural resource management body**

<p>What has the region already done linked to opportunity area 6C?</p>	
<ul style="list-style-type: none"> • 	<p>Modelling undertaken by South West Queensland Water and Sewerage Alliance shows that reactive water carting following bore failure would cost significantly more than proactive replacement and upgrade. Investing early in renewal is materially more cost-effective than emergency supply responses. (SWQWSA 2025)</p>

- Water security and waste minimisation are identified as a formal regional priority in the SWQROC Strategic Plan, signalling coordinated action across councils.
- The region benefits from established surface and artesian infrastructure, including Beardmore Dam, town weirs and extensive bore networks, providing relatively strong drought resilience compared to many remote areas.
- Councils and producers have long invested in on-farm storage, bore capping and piping, solar pumps and reticulation to improve reliability and reduce losses.
- Towns such as Thargomindah are piloting practical innovations, including renewable-powered water cooling and solar upgrades across public assets to lower operating costs.
- Natural resource programs are improving soil infiltration and land rehydration, bringing previously unproductive land back into use and strengthening drought resilience.
- Councils continue staged upgrades to town supply, storage and treatment systems, alongside conservative demand management and contingency planning.
- Natural resource management programs led by Southern Queensland Landscapes are supporting producers to improve soil infiltration and water retention through practices such as rehydration works and ponding. On some properties, up to 30 per cent of previously scalded land has been returned to production, improving pasture availability and drought resilience.

"You can't see the answer to a problem, unless you recognise you have a problem. Happy to blame drought, gov, cattle prices, weeds... All the things you can't change. Change focus to what you can control: when we get rain, I want 'this' to happen." –
Sustainable land management professional

6D. Improve local housing availability and quality



Credit: bolina / Deposit Photos

Housing availability and quality remain a structural barrier to economic and social development across Western Queensland. The Western Queensland Alliance of Councils (WQAC), representing 24 rural and remote LGAs covering 64 per cent of Queensland, has identified housing as a critical constraint on regional growth since 2020. (WQAC 2025)

Many LGAs are experiencing very low rental vacancy, limited new construction and ageing or under-diversified housing stock, while at the same time trying to attract and retain workers in health, education, agriculture, energy and local services. In several towns, employers and government agencies are leasing homes directly or using motels to accommodate staff, highlighting the gap between workforce needs and available supply.

Recent local housing action plans and the region-wide audit led by RDA DDSW show that the challenge is less about land and more about feasibility, construction capacity and the cost of development in small markets. Councils are responding with practical measures such as fee waivers, streamlined approvals, releasing council land and partnering with community housing providers. The next step is to build on these efforts and move from planning and incentives to delivery, so that housing keeps pace with the region's workforce and economic ambitions. (Regional Development Australia Darling Downs and South West 2025)

'Adequate housing is one of the big stumbling blocks for economic growth and essential projects. It comes down to two things: attracting talent and housing them at a quality they would expect for that type of role, for example a doctor.' – **Regional Development Body**

6D. Support producers to implement future ready practices	
What councils can do	<ul style="list-style-type: none"> * Bring forward a small number of serviced, ready-to-build sites. * Enable smaller and more flexible housing types to suit workers, singles and older residents, including units, secondary dwellings and small multi-unit builds. * Reduce development barriers through faster approvals, fee relief and targeted incentives where viability is marginal. * Partner with employers and community housing providers to secure key-worker and affordable housing, building on locally led approaches already emerging in the region such as council-supported housing offers, grant-funded home purchases and small-scale private builds. * Align housing supply with workforce and economic priorities so labour shortages are not driven by lack of accommodation. <p><i>'We're doing ourselves an injustice by continually applying for grant funding – need local philanthropic reinvestment in community, and create tax breaks for leveraging funding.'</i> – Council representative</p>
How SWQROC can support	<ul style="list-style-type: none"> * coordinate regional housing advocacy using shared evidence * support councils to adopt proven delivery models * pursue joint funding and pilot projects to increase the supply of affordable and worker housing.
How State government can support	<ul style="list-style-type: none"> * Partnering with WQAC to implement and scale the Council Employee Housing Provider model. * Providing long-term, predictable investment aligned with identified housing gaps rather than short-term competitive programs. * Supporting delivery of worker and social housing in small towns where market feasibility is weak, including through partnerships that reduce delivery time and cost. * Enabling planning and building settings that support smaller, modular and multi-unit housing types suited to remote workforce needs. * Supporting local capacity to bring forward a small pipeline of serviced, ready-to-build sites.
How federal government can support	<ul style="list-style-type: none"> * Co-investing in social, affordable and key-worker housing where it unlocks essential services and regional economic activity. * Ensuring national housing programs work for remote construction realities, including higher costs, smaller builders and supply chain constraints.

‘You need your rural, state and federal need to invest in rural areas to make them viable and attractive: that is about your housing and your transport and your connectivity. Looking at industries and funding industries that help bring a population back here, once you start increasing diversity of people that brings its own richness.’ –
Council representative

What has the region already done linked to opportunity area 6D?
<ul style="list-style-type: none"> • WQAC has undertaken a coordinated, region-wide approach over several years, including: Commissioning the Western Queensland Housing Solutions Study through the Regional Australia Institute; Delivering Local Housing Action Plans across member councils; and partnering with Queensland Treasury Corporation to analyse housing gaps. • In 2024, WQAC recommended the Council Employee Housing Provider (CEHP), a not-for-profit structure with ROC and BlueCHP shareholding focused on council and essential worker affordable housing supply. The model is designed to preserve assets within a not-for-profit structure, secure tax concessions, achieve economies of scale and provide a single coordinating entity to access government funding. • A whole-of-region housing audit has been completed by RDA DDSW, consolidating local data, council action plans and shared priorities to strengthen joint advocacy and coordination <p><i>‘It’s much more powerful to advocate for councils together, we get a better response from federal government that way.’ – Regional development body</i></p> <ul style="list-style-type: none"> • Most councils have developed Local Housing Action Plans, creating a clearer picture of demand, constraints and priority sites at the LGA level • Councils are trialling practical incentives to reduce development costs, including discounted or waived infrastructure charges, fast-tracked approvals and fee reductions for new dwellings and multi-unit housing • Several councils are releasing or optimising council-owned land to stimulate local housing supply and enable new residential development • Partnerships with community housing providers are underway to accelerate delivery of social and affordable housing on suitable sites • Locally led solutions are emerging where markets are tight, including employer-supported housing, short-term worker accommodation and small-scale builds to attract and retain essential staff

‘We got a grant to buy staff houses from the department of health, but trying to attract staff without housing was very difficult.’ – **Healthcare worker**

Case studies relating to opportunity area 6D**Alternative housing models**

Across South West Queensland, housing is scarce and expensive enough that vacancies for essential roles can turn into gaps in services.

In Melbourne, Nightingale Housing uses ownership rules to keep homes for residents. Apartments are sold to owner-occupiers and housing providers, not investors, with resale price caps to limit price jumps. One fifth are allocated by ballot to priority groups, including key workers, First Nations people, people with disabilities, and single women. Shared laundries and communal areas are built in to make everyday neighbour contact more likely. (Nightingale 2026)

By contrast, QBuild's Modern Methods of Construction program focuses on delivery in places where time, trades and weather all work against traditional builds. Homes are manufactured offsite, then placed on prepared blocks, which has allowed government worker housing to be delivered across remote and regional locations in shorter timeframes than standard construction. (Department of Housing and Public Works 2025)

For South West Queensland, the direct lesson is not apartment living. It is that councils and agencies can treat affordability protections and transparent allocation as core housing infrastructure, alongside new builds, to support workforce stability and liveability in small towns.

Opportunity Area 7: Liveability, services and workforce



Quilpie jump up. Credit: SWQROC.

Good would look like

- Reliable access to housing, healthcare, education and childcare so people can live and work locally without needing to travel long distances for essentials.
- A steady pipeline of locally trained and supported workers across key sectors, with clear pathways for young people and newcomers.
- Safe, welcoming towns with active public spaces, strong community programs and services that respond to local needs.
- Councils and regional partners working together so liveability improvements are planned and delivered at a scale that matches the region, not one town at a time.

Liveability in South West Queensland is shaped by both strong community ties and practical constraints. Residents consistently describe a deep connection to place, to local rivers and landscapes, and to the sense that people look out for one another. Local events, clubs and informal networks play an important role in keeping towns connected and resilient.

At the same time, distance, small populations and limited scale make it harder to sustain essential services locally. Access to healthcare, education, housing and childcare can be uneven, and many residents still travel to larger centres or Brisbane for specialist care, childbirth or further study. Workforce shortages are common across councils, trades, hospitality, health and small business, placing pressure on both services and day-to-day operations. Housing is comparatively affordable, but low rental supply and limited available stock make it difficult to attract and retain staff.

In practice, councils often become the default problem solvers. Beyond their formal responsibilities, they are hosting visiting services, supporting housing delivery, stepping into childcare gaps and coordinating local responses to safety and social challenges. While state workforce and service strategies set an overall direction, their success in the south west depends on approaches that reflect local scale and capacity (Queensland Government 2025). Without region-led coordination and flexible delivery, remote communities risk being overlooked despite clear need.

'A lot falls back to council. These councils go above and beyond, but are under resourced and it's hard to recruit. Anyone wanting to engage goes straight to Council – there are minimal independent organisations to go to. For example, in emergencies the Mayor is refuelling at the airport, or councils have to be housing developers also as much as they would love private actors to do this, or councils are involved in childcare just so people can put kids somewhere and go to work.

There's a lack of understanding at higher levels of government about this. We really need unique solutions out here. It would be a valuable outcome of this project to get advocacy messaging on how much we rely on councils, and how under resourced they are to deliver all this.' – **Regional Development Body**

Opportunities for action

7A. Enhance community wellbeing



Markets in Maranoa Shire. Credit: SWQROC.

Liveability is shaped less by large one-off projects and more by the everyday things that make towns work well, safe public spaces, reliable services, local jobs, and a sense of connection and belonging. Across South West Queensland, councils are already playing this role through the steady maintenance of facilities, support for local events and partnerships with health, education and community organisations.

At the same time, many communities are managing tighter budgets, smaller populations and higher service delivery costs. This means wellbeing cannot rely on adding new programs alone.

Instead, it requires making better use of what already exists, coordinating efforts across councils and using routine decisions, such as maintenance, procurement and engagement, to strengthen local outcomes over time.

‘If we do not manage transition well, we will lose the people, the economy and we will lose out on opportunities.’ – Council representative

7A. Enhance community wellbeing	
What councils can do	<ul style="list-style-type: none"> • Coordinate regionally to improve liveability and access to services, recognising that many challenges are shared across council boundaries. • Develop a small, practical set of local wellbeing indicators and track them through existing reporting to better understand what is working and where gaps remain. • Strengthen community engagement through simple “living well here” conversations that include First Nations communities, young people and other under-represented groups in shaping local priorities. • Build on trusted, culturally safe local responses to issues such as safety, domestic violence and drug use by partnering with existing health and community organisations rather than creating new programs • Trial practical delivery models that improve everyday liveability, such as regional maintenance pools and more deliberate local procurement with anchor institutions to keep spending and jobs in the region. <p style="text-align: center;">‘In other councils I’ve worked with, speaking to youth has been really insightful and not silly suggestions.’ – Council representative</p>
How SWQROC can support	<ul style="list-style-type: none"> • Develop and coordinate a light regional liveability framework, helping each council select a small set of practical wellbeing indicators that can be tracked through existing reporting rather than creating new systems. • Convene councils and key community organisations to map shared liveability and safety priorities across the region, including service gaps, youth engagement, housing pressure and culturally safe responses in high First Nations communities. • Advocate collectively for flexible, place-based funding models that recognise higher service delivery costs, smaller populations and the need for operating support, not only capital grants, to sustain liveability in remote communities.

<p>How State government can support</p>	<ul style="list-style-type: none"> • Funding service delivery models that work at small scale, including outreach, shared staffing and regional service hubs, rather than assuming every town can sustain standalone programs. • Backing community safety and wellbeing responses that are locally led and culturally safe, especially where councils are currently filling gaps outside their formal remit. • Providing flexible funding that councils and community organisations can use for practical liveability priorities, not only capital works.
<p>How federal government can support</p>	<ul style="list-style-type: none"> • Designing regional and community funding so it is accessible to remote places, with lighter reporting and realistic co-contribution expectations. • Supporting long-term place-based approaches that strengthen community infrastructure and social connection, not just short-term pilots.

‘There’s more opportunity for different things and ways of people living out here than there’s ever been. I’m quite positive.’ – **Local business owner**

<p>What has the region already done linked to opportunity area 7A?</p>
<ul style="list-style-type: none"> • Councils continue to maintain and upgrade core community assets, including parks, recreation areas, streetscapes, community facilities and town centres across both main towns and smaller communities. • Local events, cultural activities and community programs are regularly supported to strengthen connection and participation. • Community facilities and minor infrastructure are maintained using local trades and contractors where available, with efforts underway to grow the local maintenance and trades workforce. • Councils are engaging residents through existing processes, such as consultations and community days, to understand liveability, safety and service access priorities. • Partnerships are in place with local health services, schools, training providers and community organisations, including First Nations groups, to deliver programs and services that respond to local needs.

<p>Case studies relating to 7A</p>
<p>Country Universities Centres build community through learning</p>

The Country Universities Centre Balonne shows how locally embedded learning hubs can strengthen education, workforce pathways, and community confidence in South West Queensland. In four years, the centre has supported around 400 students, with demand exceeding expectations. As one staff member put it, “we’re getting more people than we expected”.

CUCs support learning across life stages, including high school and distance education students who don’t have a quiet place to study, alongside university students balancing full-time work and study. Community health placements, agricultural pathways, and youth programs all sit side by side, creating what staff describe as “cross-pollination of learners”. The aim is simple but ambitious: “shift culture around learning and knowing what’s possible”.

Strong partnerships with nearby CUCs, industry, and community organisations help deliver bursaries, placements, and early engagement programs. While funding pressures remain, the experience highlights how place-based learning infrastructure can keep people local, reduce education costs, and build long-term capability across South West Queensland.

Case study: Community wellbeing through long-term economic rules

Looking beyond Australia can be useful where examples show practical ways different levels of government have lifted quality of life, not just growth.

In Preston in northern England, local government and large anchor institutions changed how they spent money. Procurement was redirected towards local suppliers, worker co-operatives were supported, and more value was kept circulating locally rather than leaking out to national firms. This approach became known as the “Preston model”. Over several years, the city recorded improvements across quality-of-life measures, including higher local wages, increased life satisfaction, and a reduction in depression and antidepressant use. (Preston City Council 2026)

Wales has taken a different route, embedding long-term wellbeing directly into government decision-making through the Welsh Future Generations Commissioner. Public bodies are legally required to consider how today’s decisions affect future prosperity, health, equality and community cohesion. (Welsh Government 2025)

Together, these examples suggest that wellbeing can be improved when governments use everyday tools, like procurement rules and statutory duties, to make long-term social outcomes part of routine decision-making.

7B. Strengthen local education and workforce opportunities



Warrego Butcher in Cunnamulla Shire. Credit: The Next Economy.

Across South West Queensland, the issue is rarely a lack of jobs but rather finding the right people with the right skills, and keeping them in town. Small populations, distance and patchy training delivery make it harder for standard programs to land well, particularly in the western shires.

In practice, this means councils, employers and community organisations are already doing what they can with the tools they have, connecting people to local work, supporting students to study and return, and filling gaps through seasonal, shared or visiting workers. The focus is practical and local rather than program-heavy.

'Agriculture remains a big industry, but workforce is falling. A lot of the roles that used to be in primary production are now in manufacturing – a lot of prefab in farm infrastructure, and housing. Automation means there's more tech support roles, instead of drivers.' – Regional Development Body

7B. Strengthen local education and workforce opportunities

<p>What councils can do</p>	<ul style="list-style-type: none"> • Improve access to tertiary and vocational study locally by supporting Country Universities Centres and practical outreach or blended delivery in smaller towns. • Bring schools, training providers and major employers together to agree on priority occupations and align local training with real jobs. • Coordinate simple pathways from school to work, such as work experience, school-based traineeships, site visits and local jobs or training expos. • Support bursaries, mentoring and youth programs that help young people continue study and return to work locally. • Make local opportunities more visible by sharing clear information on “jobs here now and in future” so students and families can see viable careers close to home. <p>‘Turn the realities of distance, saying that we have really good connectivity and cheaper housing – so you can do your job from here. It is important for young people to see opportunities for themselves here.’ – Council representative</p> <ul style="list-style-type: none"> • Map local workforce gaps with employers and services and keep a simple picture of which roles are hardest to fill and likely to grow. • Plan workforce needs alongside housing and economic development, so new projects consider where workers will come from and live. <p>‘There is less competition here for jobs, I might not have gotten such a good job with the competition in the city.’ – Local resident</p> <ul style="list-style-type: none"> • Trial practical solutions to shortages, such as seasonal or return-to-region roles, shared trade or maintenance pools, and joint recruitment across councils. • Work with employment services and local agencies to connect residents, including the long-term unemployed, to available jobs and training. • Partner with local employers and anchor institutions to keep more everyday contracts and spending local, supporting small businesses and trades. • Treat enabling services such as childcare and basic maintenance capacity as core infrastructure that helps people stay and work locally <p>‘And then to staff those businesses, there is a shortage of tourists to go and eat in somewhere on Sunday – but the wage bill to be able to do that is so high, you just cannot do it for the 6 people that come through.’ – Small business owner</p>
<p>How SWQROC can support</p>	<ul style="list-style-type: none"> • coordinate a shared regional view of priority skills and courses • advocate collectively to training providers and government for delivery that matches local needs. • coordinate regional attraction and retention efforts

	<ul style="list-style-type: none"> * share tested approaches between councils * advocate for targeted tools, such as migration pathways or workforce programs, where local supply is limited.
How State government can support	<ul style="list-style-type: none"> * Working with training providers to deliver consistent, blended and mobile VET in the south west that matches priority occupations and seasonal demand. * Supporting regional workforce attraction and retention settings that recognise housing constraints and the cost of delivering essential roles in remote towns. * Enabling practical partnerships between schools, employers and training providers so pathways are clear from school to local work.
How federal government can support	<ul style="list-style-type: none"> * Ensuring migration and workforce settings can be used where local supply is genuinely limited, and are responsive to the occupations remote communities struggle to fill. * Supporting regional tertiary access models, including learning hubs and placement pathways, that reduce the need for people to leave the region to study.

‘Establishing state DAMA (designated area migration scheme) for skilled workers to migrate – that’s being investigated by state. Keen to see critical roles region needs on list: healthcare, aged care, childcare, fabrication, truck drivers [...] A DAMA would help tell people these jobs will be available in region, this is the training, this is the pathway to follow.’ – **Regional development body**

What has the region already done linked to opportunity area 7B?	
<ul style="list-style-type: none"> * South West Queensland councils have consistently advocated for improved access to tertiary and vocational education, including through expansion of the Country Universities Centre network, Regional University Study Hubs and outreach delivery into smaller communities. * Councils and regional partners are strengthening pathways between education and employment, including through: <ul style="list-style-type: none"> ○ school-based traineeship ○ local jobs and training expos ○ work experience programs ○ site visits to employers ○ bursaries ○ mentoring and youth engagement initiatives ○ youth summits and immersion programs linked to local industries. 	

- Workforce planning is being built into council and regional strategies, with some roles and recruitment coordinated across sectors where scale is limited.
- Local capacity has been added in some places, such as dedicated workforce or economic development roles, supported by RDA DDSW's attraction and retention work.
- Employment service providers and councils are working directly with long-term unemployed residents to connect them to local jobs and training opportunities.
- Multi-agency initiatives, such as local jobs programs and ID Connect events, are bringing government departments and services into regional towns to align support with local employers.
- Community and industry-led pathways are in place, including seasonal workforce models and programs that support young people to study, train and return to work locally.

'That's the crux of sustainability: if we're not attracting young, vibrant people back into these towns, then we're not sustainable.' – **local resident**

Case studies relating to opportunity area 7B

Childcare as core infrastructure

In Castlemaine in central Victoria, access to childcare has long been treated as a community service rather than a commercial add-on. The Castlemaine Childcare Co-operative has operated since 1982 and now provides long day care for up to 65 children a day, alongside a family day care scheme used by around 150 families each week. Many parents using the service today attended as children themselves.

The centre was established by parents and operates on a cooperative basis, with membership through shareholding and any surplus reinvested into service quality rather than extracted. It supports working and studying parents, while also providing socialisation and early learning for children who attend part time. Over time, the service has become part of what makes Castlemaine workable for families. (Castlemaine Childcare Co-operative 2025)

For councils, this points to childcare as a liveability lever. Supporting community-led childcare through access to land, planning approvals, and small grants can help stabilise the workforce and make towns easier places to stay.

Community-led enterprise and inclusive economic participation

The Remote OpShop Project offers a practical example of how locally led enterprise can widen economic participation in places where conventional programs often struggle to land. Working across remote First Nations communities, the project supports community-owned op shops that convert surplus goods into local employment, skills, and services, grounded in circular economy principles.

Its rapid growth reflected demand for models that give communities control over decisions and revenue, rather than relying on external delivery. To scale carefully, the project partnered with Esparq Ventures, an Indigenous-led organisation providing business and capacity-building support, with early backing through the Social Enterprise Development Initiative administered by Impact Investing Australia. (Remote Opshop Project 2025)

For South West Queensland, this shows that transition initiatives tend to work better when they are designed in ways that enable participation from groups who are often hard to reach through standard programs, drawing on local leadership and enterprise to deliver practical economic outcomes.

'Generally in the south west, you will find that people are very disadvantaged in remote, rural communities...We [First Nations] are not part of the economy at all.' – **Prescribed Body Corporate representative**

7C. Improve local access to healthcare



Kerry Crumblin, CEO of Cunnamulla Aboriginal Corporation for Health. Credit: The Next Economy.

Access to healthcare in South West Queensland is shaped as much by distance and scale as by service availability. Many residents travel long distances for routine or specialist care, which adds cost, time and pressure on families. Smaller populations can also make it harder to sustain permanent services locally, particularly for specialist or allied health.

While councils are not direct health providers, they often play a practical supporting role by hosting facilities, coordinating visiting services and advocating for solutions that fit local needs. In this context, improving access is less about building new services from scratch and more about making it easier for outreach, mobile and place-based models to work well in small and remote communities.

7C. Improve local access to healthcare	
What councils can do	<ul style="list-style-type: none"> • Work with local providers and communities to identify the most critical access gaps, such as renal, maternity, mental health, aged care and allied health, and use this evidence to advocate for services. • Back locally led solutions that reduce travel, including mobile clinics, visiting specialists and shared outreach schedules across neighbouring shires. • Provide practical support for outreach services, such as premises, basic infrastructure, promotion and coordination. • Improve access to telehealth by ensuring suitable spaces, connectivity and local assistance for patients. • Advocate for flexible, place-based funding and workforce models that reflect distance, small populations and high First Nations health needs.
How SWQROC can support	<ul style="list-style-type: none"> • coordinate a regional picture of health access gaps • share workable local models between councils • lead collective advocacy with Hospital and Health Services and PHNs for more flexible outreach and funding arrangements.
How State government can support	<ul style="list-style-type: none"> • Funding and coordinating outreach and visiting services so schedules are predictable, travel is supported, and services can be shared across neighbouring shires. • Supporting workforce models that improve continuity, including accommodation support, regional rotations and stronger pathways for locally trained health workers. • Backing infrastructure that makes care workable in small towns, including suitable spaces for visiting services and reliable connectivity for telehealth.
How federal government can support	<ul style="list-style-type: none"> • Strengthening Medicare and primary care settings so remote and outreach models remain viable, including incentives that reflect distance and workforce shortages. • Supporting telehealth access in remote communities, including affordability and digital inclusion where it affects clinical access.

‘If we want to get an MRI, we have to go 400km to it. If we want chemo, they have to go hundreds of kms away to get treatment.’ – local resident

What has the region already done linked to opportunity area 7C?
<ul style="list-style-type: none"> • Councils support local health services through facilities, basic infrastructure and practical assistance for visiting and outreach providers. • Locally driven models are operating in some communities, including mobile and visiting specialist services that reduce the need for long-distance travel. • Partnerships are in place with the South West Hospital and Health Service, Primary Health Networks, GPs and community organisations to identify gaps and coordinate responses. • Some councils are providing targeted support to grow the local health workforce, such as bursaries for nursing and medical students. • Regional towns such as Roma continue to function as service hubs, hosting a broader range of diagnostic and allied health services for surrounding communities.

‘We also have dedicated programmes aimed at indigenous communities e.g. the chronic disease management programme, coordinates with GPs to make sure they are... if they need to go away we will help them with accommodation, fuel vouchers, taxi vouchers – otherwise they would not go, it is about improving access.’ – CACH representative

Case studies relating to 7C
<p>Delivering healthcare where distance is a barrier</p> <p>Access to healthcare in South West Queensland is shaped by distance, cost, and workforce availability. The Cunnamulla Aboriginal Corporation for Health (CACH) demonstrates how locally led models can respond by bringing services to people rather than expecting people to travel.</p> <p>CACH delivers primary healthcare and coordinates 33 visiting services, including allied health and specialist outreach. It reduces access barriers by covering travel costs, supporting bulk billing, and providing fuel vouchers, with people regularly travelling from Thargomindah and Quilpie to access care. Strong specialist relationships, including visiting cardiology support from Brisbane, help maintain continuity of treatment.</p> <p>CACH has also invested in system-level improvements. Early collaboration with Hospital and Health Services led to a shared clinical records database, replacing fragmented systems and enabling data-led advocacy. Services continue to expand, including nursing, domestic violence, chronic disease, and new cancer and immunisation programs, alongside plans for a local renal service to reduce the need for travel to Brisbane.</p> <p>This experience highlights the importance of locally led, outreach-based health services in remote regions, while also pointing to the need for sustained coordination and funding to address ongoing gaps in access across South West Queensland.</p>

Enabling conditions and factors required



View from the Cunnamulla hot spring. Credit: The Next Economy.

Councils cannot deliver this transition alone.

Local councils in South West Queensland are central to shaping the region's future. They convene, coordinate, advocate, maintain infrastructure, support local enterprise and often step in where services fall short.

But many of the actions outlined in this Strategy sit beyond the fiscal, legislative and delivery powers of councils alone. To move from aspiration to implementation, a broader enabling environment is required.

1. Stable and fit-for-purpose policy settings

Councils operate within state and federal regulatory frameworks. These shape what is possible in housing, waste, water, energy, land use, workforce and environmental management.

Enabling conditions include:

- Planning and land use settings that support diversification, co-location and new housing types in small markets.
- Waste, stockpiling and levy rules that reflect low volumes and long transport distances.
- Training and migration settings aligned with regional workforce gaps.
- Environmental and water rules that are robust but workable in arid, remote contexts.

Without policy alignment, councils spend time navigating constraints rather than delivering solutions.

2. Sustainable funding models

Many regional initiatives rely on short-term grant cycles. **This makes it difficult to:**

- Retain skilled staff.
- Build regional capability.
- Plan long-term infrastructure.
- Trial and refine new approaches.
- Effective transition requires:
 - Multi-year funding horizons.
 - Operational funding, not only capital grants.
 - Pooled regional funding mechanisms where collaboration improves viability.
 - Recognition of higher per-capita service costs in remote areas.

Predictability enables councils to plan instead of being stuck in cycles of reaction.

3. Industry partnership and transparency

Gas, agriculture, tourism, freight and emerging industries are private-sector led. Councils cannot plan for workforce, housing, roads or services without visibility of industry intentions.

Enabling conditions include:

- Early information sharing about expansion, contraction or closure timelines.
- Clear commitments around local employment, training and procurement.
- Willingness to collaborate on diversification and transition planning.

Transition works best when industry is at the table before decisions are finalised.

4. Regional coordination at scale

Many opportunities, including waste recovery, rail freight, skills delivery and housing supply, only become viable at regional scale.

This requires:

- Formal coordination mechanisms.
- Data sharing across councils.
- Regional workforce and infrastructure mapping.

- Joint advocacy to state and federal governments.

Individual councils acting alone cannot achieve economies of scale.

5. Workforce and service delivery reform

In small and remote communities, standard metropolitan delivery models often do not fit.

Support is needed for:

- Mobile and outreach service models.
- Blended and flexible training delivery.
- Regional workforce rotations.
- Shared service arrangements across LGAs.

Where systems are rigid, councils fill gaps informally, often without adequate resourcing.

6. Infrastructure investment that unlocks multiple sectors

Transport, digital connectivity, water and housing are cross-cutting enablers. They underpin agriculture, tourism, health, education and new industries.

Investment needs to:

- Prioritise reliability and resilience, not just expansion.
- Reflect long distances and climate exposure.
- Recognise infrastructure as a precondition for economic participation.

Without foundational infrastructure, diversification is constrained.

7. Community participation

Transition cannot be delivered through technical planning alone.

Long-term success depends on:

- Trust between communities, councils and industry.
- Transparent communication about change.
- Local involvement in shaping solutions.
- Cultural safety and inclusion, particularly for First Nations communities.

This requires time, facilitation and resourcing. Councils are critical convenors and implementers, but they are not sovereign actors.

Delivering a future-ready South West Queensland requires coordinated action across:

- Local government
- Regional bodies
- State and federal governments
- Industry
- Community organisations
- Training providers
- Health and service agencies

The actions in this Strategy are achievable, but only if enabling conditions are aligned and responsibilities are shared.

Funding and finance considerations



Thallon grain silo art. Credit: SWQROC.

Delivering the actions in this Strategy is less about finding a single funding source and more about matching the right type of finance to the right type of project. In remote and small-population regions like South West Queensland, many initiatives are modest in scale, have limited direct revenue, and deliver broad public benefits. This means they often do not fit standard commercial investment models and may struggle to compete in large, one-off grant rounds.

A mix of funding approaches

Different types of finance suit different purposes:

- **Grants** tend to work best for public goods and early stages such as planning, feasibility studies, community facilities, enabling infrastructure and pilots, where there is limited or no direct revenue stream
- **Concessional or low-interest loans** suit projects that create long-term savings or predictable income, such as energy efficiency upgrades, solar on council facilities, water and waste infrastructure, or housing that generates rent
- **User charges or service fees** can help sustain ongoing operations where beneficiaries are clear, for example waste services, freight facilities or industrial land
- **Private or impact investment** can be appropriate where projects have a clear revenue model and measurable outcomes, such as community housing, renewable energy assets, or social infrastructure delivered with partners
- **Environmental market income** such as carbon or biodiversity credits can provide supplementary revenue for land management or restoration activities, rather than acting as the sole funding source

Practical approaches to suit regional councils:

- **Bundle projects together:** combining several similar projects, across sites or councils, can make them large enough to be worth the time and cost of seeking finance or grants.
- **Stage the work:** use grants for early design and risk reduction, then bring in loans or partners once costs and savings are clearer.
- **Mix funding sources:** many successful projects draw on more than one source, for example a grant for part of the cost, council funds, and a loan or partner contribution for the rest.
- **Use savings to pay back investment:** where upgrades lower running costs, those savings can help cover repayments. This is often how councils fund building efficiency or energy projects.
- **Work regionally where it helps:** joint procurement or shared business cases can reduce costs and improve bargaining power with suppliers and funders.
- **Keep ownership and benefits local where possible:** ownership and procurement structures matter. Community or council-linked ownership, local contractors and reinvestment of surpluses can keep more benefits circulating in the region, rather than flowing out.
- **Keep a short list of priority projects scoped and costed:** having a few ideas well thought through, with rough costs, partners and delivery options mapped out, makes it easier to respond quickly when funding opportunities open.

Examples of finance options by Opportunity Area

Opportunity Area	Types of finance that are typical	Example funding sources or mechanisms
Energy solutions customised to regions, industries, businesses and households	<ul style="list-style-type: none"> • Capital grants for pilots and infrastructure • Concessional loans or green finance • Aggregated procurement • Community co-investment models 	<ul style="list-style-type: none"> • ARENA demonstration grants (varies by round) • CEFC concessional loans (e.g. Local Government Finance Program) • Queensland Treasury Corporation green/sustainable bonds • Bulk-buy or shared procurement across councils (e.g. Local Buy) • Community energy co-ops
A future plan for gas and oil industries	<ul style="list-style-type: none"> • Planning and transition grants • Workforce and skills funding • Industry co-funding • Regional diversification funds 	<ul style="list-style-type: none"> • Regional planning or precinct grants (e.g. the Regional Precincts and Partnerships Program) • TAFE/skills funding streams (via Department of Trade, Employment and Training) • Industry contributions or compacts (e.g. Gladstone Regional Council MoU on hydrogen industry development)

		<ul style="list-style-type: none"> • Blended public/private transition funds (e.g. CEFC co-financing models)
Future ready agriculture and grazing	<ul style="list-style-type: none"> • Environmental markets (revenue-based) • Grants for trials and extension • Co-investment with producers • Natural capital finance 	<ul style="list-style-type: none"> • ACCU scheme • Nature Repair Market • Land Restoration Fund (via the Queensland Government) • FRRR grants (e.g. their Strengthening Rural Communities program) • Research and extension funding
Diverse enterprise and tourism	<ul style="list-style-type: none"> • Precinct and place-based infrastructure grants • Small business and enterprise grants • Impact investment for revenue-generating assets • Sponsorship and philanthropy 	<ul style="list-style-type: none"> • Growing Regions / precinct-style grants (e.g. the Growing Regions Program via the federal government) • Local government infrastructure funds (e.g. Queensland government's Local Government Grants and Subsidies Program) • Social impact or place-based investment funds (e.g. the NAB Impact Investment Readiness Fund) • Bank and philanthropic community grants (e.g. Queensland country bank)
Value from waste, recycling and circular economy	<ul style="list-style-type: none"> • Infrastructure grants • Concessional loans • Public-private partnerships • Revenue-backed business models (fees, offtake agreements) 	<ul style="list-style-type: none"> • State resource recovery grants (e.g. Queensland Resource Recovery Boost Fund) • CEFC loans (waste/landfill gas) • Inter-council cost-sharing • Private operators with long-term contracts (e.g. Central Highlands Regional Council recyclable transport services tender)
Infrastructure to meet future needs	<ul style="list-style-type: none"> • Major infrastructure grants • Co-funding with state/federal • Loan finance for fleet upgrades • Private logistics partnerships 	<ul style="list-style-type: none"> • Disaster and resilience funds (e.g. Disaster Ready Fund) • Regional infrastructure programs (e.g. the federal government's Regional Connectivity Program) • QTC or CEFC finance for fleets • Industry or operator partnerships
Liveability, services and workforce	<ul style="list-style-type: none"> • Community infrastructure grants • Small, flexible resilience grants 	<ul style="list-style-type: none"> • Works for Queensland or local government grants • FRRR and community foundations • Social impact investors (housing or service hubs) (e.g. via Social

	<ul style="list-style-type: none"> • Social impact or outcomes-based finance • Employer partnerships • Philanthropy for pilots 	<p>Ventures Australia and Impact Investing Australia)</p> <ul style="list-style-type: none"> • Employer co-investment (e.g. councils partnering with anchor employers (health, education, energy, major operators) to co-fund staff housing, training pathways, or shared facilities) • Blended finance models
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Part 2: Council Roadmaps



The Next Economy facilitating a workshop with the six councils. Credit: The Next Economy.

Each council roadmap reflects local realities rather than a one size fits all approach. They draw on each council's existing strengths, pressures, capacity and priorities, and focus on practical actions that build on work already underway.

The actions are intended to guide choices, not add to workload. Councils consistently noted that delivery needs to match available staff and budgets. In many cases, the most effective role for council is to convene partners, align efforts, advocate for support, or play a supporting rather than leading role. Progress is therefore expected to come through prioritisation, collaboration and staged delivery, rather than trying to do everything at once.

The following section sets out individual roadmaps for each of the six councils, followed by a regional roadmap for SWQROC outlining the coordination, advocacy and shared actions best delivered at a regional level.

Maranoa Shire

Regional characteristic	Strengths to build on in the transition	Weaknesses to minimise in the transition
Great communities not afraid to take on challenges	<ul style="list-style-type: none"> * 13,255 people and around 2,620 local businesses * Median house price \$279,372 vs QLD \$828,711 * Roma Hospital, local clinics, Country Universities Centre * Roma as a regional service centre 	<ul style="list-style-type: none"> * Ageing population * Limited rental housing * Councils and community groups filling service gaps
Agriculture is a central pillar	<ul style="list-style-type: none"> * \$429m from agriculture, forestry and fishing * Largest employer in the LGA * 52.2 per cent of registered businesses * Roma Saleyards as a major livestock selling centre 	<ul style="list-style-type: none"> * Exposed to global markets and trade * Declining labour demand * Climate and biosecurity risks
Established resource industries under pressure	<ul style="list-style-type: none"> * Long history of onshore gas production * Mining is second largest employer * Established industrial skills and infrastructure 	<ul style="list-style-type: none"> * Exposure to external investment and regulation * Volatile employment and spending * Limited long-term local reinvestment
Realities of distance and scale require practical solutions	<ul style="list-style-type: none"> * Carnarvon and Warrego Highways * Part of the western freight network * Low congestion and available land 	<ul style="list-style-type: none"> * High freight and infrastructure costs * Limited and unreliable flights * Long travel times
Energy infrastructure limits opportunities	<ul style="list-style-type: none"> * Existing grid connection * History as an energy-producing region * Large properties suit off-grid and hybrid systems 	<ul style="list-style-type: none"> * SWER lines in parts of the LGA * Grid capacity and export constraints * No council control over network connections
The environment shapes our reality	<ul style="list-style-type: none"> * Mandandanji and Gungah Traditional Owners 	<ul style="list-style-type: none"> * Increasing heat, drought and flooding

	<ul style="list-style-type: none"> • Grazing, cropping and tourism base • \$181.2m in visitor expenditure 	<ul style="list-style-type: none"> • Rising insurance and infrastructure risk • Climate variability affecting planning and investment
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Maranoa Roadmap Actions

1. Energy solutions customised to regions, industries, businesses and households		
1A: Improve access to large-scale reliable, affordable, decarbonised energy	Continue to:	Next Steps:
	<ul style="list-style-type: none"> • Attract large scale renewable developments to the region. • Collaborate with regional stakeholders, developers and SWQROC to plan for large-scale renewable projects and identify enabling infrastructure early, such as laydown areas, water and road access. • Set clear expectations for developer engagement, community benefits and long-term responsibilities, including decommissioning. • Support transparent community dialogue and maximise co-existence benefits between energy and existing land uses. • Share lessons and practical approaches with other councils to improve consistency and outcomes across the region. 	<ul style="list-style-type: none"> • Incorporate renewable power purchase agreements into contracts for facilities. • Work with Powerlink, Ergon and SWQROC to advocate for ongoing improvements in transmission infrastructure. Support developers seeking creative solutions to overcome grid limitations eg. through accessing private transmission lines. • Explore opportunities for community-owned energy: Assess Council and community interest in community owned energy facilities where technically feasible; Identify appropriate governance models, sites and partners to work with to progress.
1B: Maximise behind-the-meter generation, storage and efficiency	<ul style="list-style-type: none"> • Progress implementation of Energy and Emissions Strategy. • Support households, businesses and industry to implement energy solutions and reduce energy costs through sharing resources, supporting access to finance, grants and rebates for rooftop solar and batteries, and running 	<ul style="list-style-type: none"> • Track and share local data on solar, batteries and energy efficiency to demonstrate cost savings, reliability and emissions benefits. Start with a Council asset audit and simple surveys of households and businesses to show progress and support funding bids. • Nominate and promote a trusted local contact for energy information and support. • Strengthen energy standards in Council procurement, facilities

	energy efficiency programs (eg. EcoBiz).	<p>and events, favouring efficient and all-electric options where practical.</p> <ul style="list-style-type: none"> • Include basic energy performance requirements in new developments, such as efficiency standards and rooftop solar where feasible. • Review existing solar assessments and map remaining rooftop potential across the LGA to guide further uptake. • Encourage local services that support installation and maintenance, such as solar cleaning and repairs, to build local capability. • Support upgrades in low-income and rental housing by linking residents to relevant State and Commonwealth programs. • Where useful, help aggregate demand and coordinate procurement to secure better outcomes for local businesses and industry.
1C: Foster industry specific energy generation and emissions reduction solutions	<ul style="list-style-type: none"> • Investigate the potential for a bio energy plant at Wallumbilla. • Investigate the potential for intermodal rail facilities at the Roma Saleyards to reduce emissions. 	<ul style="list-style-type: none"> • Work with Roma Saleyards to progress options for an anaerobic digester and potential battery. • Explore opportunities to increase uptake of solar pumping on farms. • Explore opportunities for co-location of renewables to add value to existing land uses. • Explore opportunities to connect with the green ammonia project in Balonne. • Support energy generation and emissions reduction projects that would benefit local industry through Council backing and connection to funding pathways.
2. A future plan for gas and oil industries		
2A: Understand and plan for future risk and opportunity in gas and oil industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> • Understand and plan for future risk and opportunity in gas and oil industries 	<ul style="list-style-type: none"> • Work with industry to understand future plans and agree shared expectations on local jobs, training, community benefits, environmental performance and information sharing. • Integrate gas transition risks into Council planning, budgeting

		<p>and service delivery, using ramp-up and phase-down scenarios.</p> <ul style="list-style-type: none"> Diversify the economy and strengthen other sectors, and consider setting aside revenue during peak activity to fund future skills, infrastructure and resilience. Develop and communicate a clear plan for the region's gas future, engaging communities early and consistently to build understanding and buy-in.
3. Future ready agriculture and grazing		
3A: Support producers to implement future ready practices	<p>Continue to:</p> <ul style="list-style-type: none"> Work with regional stakeholders and local producers demonstrating leading practice to support education and training in future-facing agri-skills, including regenerative farming, AgTech use, data collection, and low-emissions farm operations. Prepare for future conditions and build resilience, including through implementing actions in the South West Queensland Regional Disaster Resilience Strategy, the South West Queensland Regional Drought Resilience Plan and pest management projects. 	<p>Next Steps:</p> <ul style="list-style-type: none"> Identify priorities for key enabling infrastructure, services and skills that could help increase the uptake of future ready practices and collaborate on initiatives with SWQROC. Explore opportunities for sustainable fertiliser solutions, including innovation in pelletised or alternative fertiliser production tailored to local soils and logistics in collaboration with Balonne Council. Support regional participation in research, policy and market trials that create opportunities for local producers to contribute to their design, reflect local context, and recognise best practice.
3B: Diversify on-farm revenue streams and production	<ul style="list-style-type: none"> Explore options to rebuild a local timber industry. Promote locally sourced cypress pine as a low carbon option for homes and new buildings across South West Queensland. 	<ul style="list-style-type: none"> Document existing diversification examples in the LGA, to understand what is working and where. Convene discussions or workshops on diversification ideas to share information at an existing forum at Council. Collaborate with SWQROC to connect proponents with relevant industry programs, feasibility funding and pilot projects. Explore opportunities for co-location of production with renewable energy (see

		<p>Opportunity Area 1: Energy solutions).</p> <ul style="list-style-type: none"> Expand agricultural tourism opportunities (see Opportunity Area 4: Diverse enterprise and tourism). Explore opportunities to convert agricultural waste and byproducts into new products (see Opportunity Area 5: Value from waste). Explore options to expand greenhouse horticulture.
4. Diverse enterprise and tourism		
4A: Support new and established businesses and industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support the growth and diversification of the tourism sector. Priorities highlighted in the Maranoa Council's Corporate Strategy include expanding infrastructure, offerings and nature and industry based events. 	<ul style="list-style-type: none"> Work with local businesses and industry bodies to address pain points (eg. accommodation capacity during peak times) eg. via a tourism and business roundtable or advisory group. Explore options to reduce seasonal tourism downturns, such as packaging events, local food and cultural experiences to connect regional assets year-round.
4B: Explore areas of emerging opportunity	<ul style="list-style-type: none"> Explore emerging areas of opportunity highlighted locally, including: dark sky, agri tourism, eco-tourism, defence and quantum computing, speciality processing eg. Solar panels, EV batteries, and dry climate research and innovation. The DDSWSB Regional Resilience Strategy highlights the opportunity to take advantage of engineering and technical service clusters in Roma to support new opportunities. 	<ul style="list-style-type: none"> Explore targeted enterprise support for First Nations and entrepreneurs in tourism, food, or land-based ventures, based on proven ideas and available sites or facilities. Engage with Brisbane 2032 Olympic planning in collaboration with SWQROC to identify and promote opportunities for local suppliers and tourism experiences..
5. Value from waste, recycling and circular economy		
5A: Explore collaborative opportunities to reduce waste management	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Monitor for emerging waste management opportunities, such as through the establishment of new recycling facilities 	<ul style="list-style-type: none"> Collaborate with SWQROC Regional Waste Officer on waste streams for regional collaboration, where volumes and costs justify a shared approach. Assess whether a

<p>costs and add value</p>	<p>or waste streams created by new industries.</p> <ul style="list-style-type: none"> • Explore opportunities for a recycled wood gasifier near where power demand can be co-located with waste streams. • Identify priorities for key enabling infrastructure and regulatory reform to create enabling conditions for regional waste solutions and collaborate on initiatives with SWQROC. 	<p>shared facility model (e.g. materials recovery or plastic processing) is viable across neighbouring Councils.</p> <ul style="list-style-type: none"> • Explore improved transport and logistics solutions to enable cost effective transport and processing of waste streams, including new opportunities enabled by proposed intermodal rail facilities and new hub and spoke logistics models (see Opportunity Area 6: Infrastructure to meet future needs), and back haulage. • Implement design standards for construction that enable material recovery, repurposing and recycling at end of life.
<p>6. Infrastructure to meet future needs</p>		
<p>6A: Improve access to reliable, affordable, decarbonised transport options</p>	<p>Continue to:</p> <ul style="list-style-type: none"> • Progress proposed transport study exploring rail and intermodal freight between Roma and Charleville. • Explore creative logistics and transport solutions eg. back haulage. 	<p>Next Steps:</p> <ul style="list-style-type: none"> • Survey or interview local businesses, freight operators and community services to identify key gaps and priorities eg. freight reliability, passenger services. • Identify where infrastructure and upgrades such as EV charging and alternative fuels such as hydrogen and biofuels are most needed to support future transport ecosystems. For example, on key highway and tourist routes, major depots, industrial and commercial areas. • Review Council's vehicle use and plant replacement program, including exploring options to reduce travel and carpool.
<p>6B: Ensure digital connectivity enables future opportunities</p>	<ul style="list-style-type: none"> • Identify priorities for key enabling infrastructure, services and skills and collaborate on initiatives with SWQROC. 	<ul style="list-style-type: none"> • Implement recommendations of the Queensland Government's connectivity study (forthcoming). • Support digital skills and inclusion, for example, building on existing initiatives in collaboration with regional stakeholders and telecommunication companies to: Promote or co-host basic digital skills workshops and cyber-safety sessions, especially for small businesses, older residents and community groups;

		Support skills, access and offerings for tele-health services.
6C: Ensure water security enables future opportunities	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Identify priorities for key enabling infrastructure, services and skills and collaborate on initiatives with SWQROC.
6D: Improve local housing availability and quality	<ul style="list-style-type: none"> • Implement the workforce strategy developed by Roma Commerce and Tourism (RCAT). • Progress locally led housing supply measures, including undertaking a land audit of council-owned sites to identify land that could be released or repurposed to support new housing. • Deliver the Police Paddock subdivision using secured grant funding to bring additional serviced residential lots to market. • Support practical, faster-build housing options that respond to immediate rental shortages, including relocatable homes, cabins, modular or container-based housing where appropriate. 	<ul style="list-style-type: none"> • Use the Local Housing Action Plan and recent data to update a clear picture of housing gaps for key sectors such as health, education, council, gas, tourism and ag, including what types of dwellings are missing and at what price points. • Explore options for diversified housing models that respond to workforce needs, for example, relocatable housing, cooperative ownership or community land trusts • Work with major employers and community housing providers to identify opportunities for co-investment in staff housing, for example through master-planned precincts or small clusters of duplexes or townhouses. • Identify one or two pilot opportunities to improve housing quality, for example partnering with employers or community organisations to refurbish older dwellings in exchange for using them for key worker or community housing, and using these to learn how to manage trades, materials and costs at distance.
7. Liveability, services and workforce		
7A: Enhance community wellbeing	Continue to:	Next Steps:
	<ul style="list-style-type: none"> • Continue to invest in parks, community facilities, events and programs that support liveability and sense of community in Roma and other towns. 	<ul style="list-style-type: none"> • Build partnerships with local tradies, regional contractors or training providers to trial a regional maintenance pool that can address basic infrastructure delays • Build a short "living well in Maranoa" conversation into existing engagement (for example budget consultations or community days) that asks residents, First Nations communities and young people

		<p>what helps them thrive and what gets in the way.</p> <ul style="list-style-type: none"> * Select a small set of wellbeing indicators that matter locally, such as satisfaction with public spaces, perceived safety, youth participation and access to services, and start reporting on them in a simple way alongside existing measures. * Meet with key anchor institutions in Roma, such as the hospital, schools, TAFE and CUC, to identify one or two categories of spending or contracts where they could commit to prioritising local suppliers or First Nations organisations where possible, as a first step in community wealth building.
7B: Strengthen local education and workforce opportunities	<ul style="list-style-type: none"> * Expand the successful CUC model to additional towns or explore CUC-linked outreach initiatives that improve access to training in smaller communities. * Position Maranoa as a regional hub for education, training and health, in line with the corporate strategy. * Implement the findings of RCAT's workforce study. 	<ul style="list-style-type: none"> * Based on RCAT's workforce study, Bring schools, CUC Maranoa, TAFE and major employers together to discuss priority occupations (for example nursing, allied health, childcare, trades, ag, tourism, council roles) and where local training or supported study can help fill those gaps. * Strengthen pathways between education and employment by co-ordinating activities like a local jobs and training expo, work experience programs, school-based traineeships and regular site visits to local employers, with council acting as convener and communicator rather than training provider. * Contribute Maranoa's workforce insights and pathways work into any SWQROC-wide workforce planning so that regional strategies reflect what is already working locally. * Partner with CUC Maranoa to build on their youth engagement work (for example summits, immersion trips, mentoring) and link it more directly to concrete local opportunities in Maranoa's main industries.
7C: Improve local access to healthcare	<ul style="list-style-type: none"> * Provide bursaries for nursing and GP students to support training and retention of local health 	<ul style="list-style-type: none"> * Work with local GPs, PHNs and providers to identify the most critical service gaps and use this evidence to advocate for

	<p>professionals, now in its second year.</p>	<p>sustained or expanded outreach and specialist services.</p> <ul style="list-style-type: none"> * Support practical local solutions that reduce travel, such as shared schedules for visiting specialists, space for mobile clinics, improved telehealth access and targeted funding for priority needs.
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Balonne Shire

Regional characteristic	Strengths to build on in the transition	Weaknesses to minimise in the transition
Great communities not afraid to take on challenges	<ul style="list-style-type: none"> * 4,345 people * 943 local businesses * Median house price \$218,871 vs QLD \$828,711 * St George Hospital and multipurpose health services in Dirranbandi and Mungindi 	<ul style="list-style-type: none"> * Workforce attraction constrained by housing and service availability * High reliance on local capacity, particularly council, to sustain services
Agriculture is a central pillar	<ul style="list-style-type: none"> * \$450m agriculture output * 52.7 per cent of registered businesses * Cotton, grains, grazing, horticulture * Irrigated systems 	<ul style="list-style-type: none"> * Heavy exposure to climate variability and water availability * Reliance on global markets and commodity prices * Biosecurity and input cost pressures * Limited industry diversity beyond agriculture
Realities of distance and scale require practical solutions	<ul style="list-style-type: none"> * 31,104 km² * Freight rail at Thallon * Regional air services * Low congestion and available land 	<ul style="list-style-type: none"> * Small population, large area * Long distance to major centres * High transport costs
Energy infrastructure limits opportunities	<ul style="list-style-type: none"> * Existing grid connection * Large properties suit off-grid and hybrid systems 	<ul style="list-style-type: none"> * Reliance on SWER and long rural feeders * Power reliability constraints * Limited local control over network decisions
The environment shapes our reality	<ul style="list-style-type: none"> * Mardigan, Boonthamurra, Bidjara, Kullilli and Wongkumara Traditional Owners * Rivers, floodplains, tourism assets * \$25.4 million in visitor expenditure (2022–23) 	<ul style="list-style-type: none"> * Flood and drought exposure * Insurance and infrastructure risk

Balonne Roadmap Actions

1. Energy solutions customised to regions, industries, businesses and households		
1A: Improve access to large-scale reliable, affordable, decarbonised energy	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Monitor for future opportunities in large-scale renewable energy development in collaboration with SWQROC. 	<ul style="list-style-type: none"> Work with regional stakeholders, developers and SWQROC to prepare for large-scale renewable projects by setting clear engagement expectations, identifying enabling infrastructure early, establishing community benefit arrangements, supporting transparent community dialogue and decommissioning planning, and sharing lessons on costs, benefits and co-existence with other councils. Incorporate renewable power purchase agreements into contracts for facilities. Support off-grid projects outside of townships. Work with Powerlink, Ergon and SWQROC to advocate for ongoing improvements in transmission infrastructure. Explore opportunities for community-owned energy; Assess Council and community interest in community owned energy facilities where technically feasible; Identify appropriate governance models, sites and partners to work with to progress.
1B: Maximise behind-the-meter generation, storage and efficiency	<ul style="list-style-type: none"> Progress implementation of Energy and Emissions Strategy. Support households, businesses and industry to implement energy solutions and reduce energy costs through sharing resources, supporting access to finance, grants and rebates for rooftop solar and batteries, and running energy efficiency programs (eg. EcoBiz). 	<ul style="list-style-type: none"> Collect and share data on local solar, batteries and energy efficiency to demonstrate cost savings, reliability and emissions benefits, starting with an audit of Council assets and simple surveys of households and businesses to track progress and support community engagement and funding bids. Establish at least one trusted local point of contact for energy-related support or information requests. This could be a Council member, contractor, or local with relevant expertise. Promote through Council channels. Strengthen energy performance requirements in Council procurement, facilities and events.

		<p>This could include minimum star ratings and preferences for energy-efficient equipment and all-electric where practical. Pilot and refine based on feedback.</p> <ul style="list-style-type: none"> • Incorporate energy performance requirements into new development approvals. This could include energy efficiency standards, preference for all-electric where practical, requirement for rooftop solar. • Review any solar potential assessments or maps (including grid constraints, roof suitability) already available through Ergon or State programs. Map out the additional capacity of solar on rooftops across the LGA to understand the scale of opportunity that remains. Support ongoing installation where appropriate. • Explore and support new local business opportunities that improve the consumer experience and successful maintenance of generation, storage and efficiency measures, for example encourage rooftop and gutter cleaning businesses to also consider solar panel cleaning after dust storms. • Explore options to support energy efficiency or solar upgrades in low-income or rental housing (eg. by linking to State or Commonwealth programs). • Explore options for council to play a role in aggregating demand and managing procurement processes where there is alignment with business or industry.
<p>1C: Foster industry specific energy generation and emissions reduction solutions</p>	<ul style="list-style-type: none"> • Progress alternative fuel studies into bioenergy and sustainable aviation fuels (SAFs); share findings with other Councils. • Follow the Queensland Government’s biofuel Feedstock Expansion Study and announcements. Build relationships with the Strategic Biofuels Advisor, and monitor the 	<ul style="list-style-type: none"> • Support exploration of cotton gin trash combustion to replace LPG. • Explore opportunities to increase uptake of solar pumping on farms. • Explore options, planning and regulatory requirements to support anaerobic digestion of manure at feedlots.

	<ul style="list-style-type: none"> Sovereign Industry Development Fund for funding opportunities for local opportunities. Support energy generation and emissions reduction projects that would benefit local industry through Council backing and connection to funding pathways. 	
2. A future plan for gas and oil industries		
2A: Understand and plan for future risk and opportunity in gas and oil industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Evaluate future possibilities to re-use gas assets such as roads, pads, power feeds, communications towers and depots. Work with organisations such as Coexistence Queensland and Councils with experience working with the gas industry to prepare for negotiation of tender agreements and ensure local benefit. Priorities highlighted to date include options to service local communities that can't access gas lines, and appropriate community benefit. 	<ul style="list-style-type: none"> Understand local dependency on the gas industry, identifying rates, roads, jobs and suppliers that rely on the sector. Collaborate with industry operators to understand future plans and initiatives and undertake transition planning. This could include developing a relationship compact with industry operators that sets shared expectations about local jobs, training, community benefits, environmental performance and how information will be shared as activity ramps up or winds down. Integrate gas transition considerations into Council's economic and resilience planning, to ensure it is being tracked and monitored. Start to build ramp-up and phase-down scenarios into rates budgeting, service provision, community support and economic development strategies.
3. Future ready agriculture and grazing		
3A: Support producers to implement future ready practices	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support the green ammonia project: share findings with other Councils, including the benefits of the cooperative model being explored in this project that retains benefits in the local community; collaborate with other Councils on 	<ul style="list-style-type: none"> Identify priorities for key enabling infrastructure, services and skills that could help increase the uptake of future ready practices and collaborate on initiatives with SWQROC. Work with regional stakeholders and local producers demonstrating leading practice to support education and training in

	<p>opportunities to support markets for green ammonia in nearby LGAs.</p> <ul style="list-style-type: none"> • Prepare for future conditions and build resilience, including through implementing actions in the South West Queensland Regional Disaster Resilience Strategy, the South West Queensland Regional Drought Resilience Plan, applying for grant funding for land rehydration projects and disaster ready initiatives with farmers and pest management projects. • Improve digital connectivity and AgTech compatibility. 	<p>future-facing agri-skills, including regenerative farming, data collection, AgTech use, and low-emissions farm operations.</p> <ul style="list-style-type: none"> • Support regional participation in research, policy and market trials that create opportunities for local producers to contribute to their design, reflect local context, and recognise best practice.
3B: Diversify on-farm revenue streams and production	<ul style="list-style-type: none"> • Engage with Farmers for Climate Action. • Explore opportunities for diversification of production, including through St George High School's Agriculture, Water and Environment (AWE) Program. • Expand agricultural tourism opportunities (see Opportunity Area 4: Diverse enterprise and tourism). • Explore opportunities to convert agricultural waste and byproducts into new products (see Opportunity Area 5: Value from waste). 	<ul style="list-style-type: none"> • Document existing diversification examples in the LGA, to understand what is working and where. • Convene discussions or workshops on diversification ideas to share information at an existing forum at Council. Collaborate with SWQROC to connect proponents with relevant industry programs, feasibility funding and pilot projects. • Explore opportunities for co-location of production with renewable energy (see Opportunity Area 1: Energy solutions).
4. Diverse enterprise and tourism		
4A: Support new and established businesses and industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> • Support the growth and diversification of the tourism sector, building on current collaboration with local businesses and industry bodies, and the re-emergence of the Chamber of Commerce to strengthen small 	<ul style="list-style-type: none"> • Work with businesses to address practical constraints such as peak-period accommodation shortages, including supporting short-term providers considering expansion and progressing council scoping for additional short-stay options.

	business support and coordination.	<ul style="list-style-type: none"> Use roundtables or advisory groups to identify emerging gaps linked to major projects and population growth, and help local SMEs respond. Reduce seasonal downturns through local campaigns and packaging of events, food and cultural experiences to spread visitation more evenly across the year.
4B: Explore areas of emerging opportunity	<ul style="list-style-type: none"> Progress the Thallon mixed-use development precinct, included in the 2023 to 2027 Economic Development Strategy and currently subject to funding, and share findings with other councils as the proposal advances. Explore opportunities to host data centres as part of the broader protein and biofuel precinct, working with partners to ensure benefits for local jobs, training, energy reliability and environmental management, particularly water use. Support First Nations and local entrepreneurs to pursue business opportunities in tourism, food and land-based ventures, taking a facilitative, place-based role alongside operators and partners rather than leading delivery. 	<ul style="list-style-type: none"> Continue targeted enterprise support based on proven ideas, available sites and local capability. Engage with Brisbane 2032 Olympic planning through SWQROC, building on the regional capability mapping work to identify realistic opportunities for local suppliers, facilities upgrades and event hosting.
5. Value from waste, recycling and circular economy		
5A: Explore collaborative opportunities to reduce waste management costs and add value	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Monitor for emerging waste management opportunities, such as through the establishment of new recycling facilities or waste streams created by new industries. Identify priorities and apply for funding for key enabling infrastructure 	<ul style="list-style-type: none"> Encourage waste minimisation, reuse and recovery through: Encouraging circular economy principles in design stages of local projects; Implementing design standards for construction that enable material recovery, repurposing and recycling at end of life; and Incorporating waste reduction in EcoBiz offerings.

	<p>and regulatory reform to create enabling conditions for regional waste solutions, and collaborate on initiatives with SWQROC.</p>	<ul style="list-style-type: none"> • Collaborate with SWQROC Regional Waste Officer on waste streams for regional collaboration, where volumes and costs justify a shared approach. • Explore improved transport and logistics solutions to enable cost effective transport and processing of waste streams, including new opportunities enabled by proposed intermodal rail facilities and new hub and spoke logistics models (see Opportunity Area 6: Infrastructure to meet future needs), and back haulage. • Explore opportunities for a recycled wood gasifier near where power demand can be co-located with waste streams.
<p>6. Infrastructure to meet future needs</p>		
<p>6A: Improve access to reliable, affordable, decarbonised transport options</p>	<p>Continue to:</p>	<p>Next Steps:</p>
	<ul style="list-style-type: none"> • Identify where infrastructure and upgrades such as EV charging and alternative fuels such as hydrogen and biofuels are most needed to support future transport ecosystems. For example on key highway and tourist routes, major depots, industrial and commercial areas. • Explore creative logistics and transport solutions eg. back haulage. 	<ul style="list-style-type: none"> • Explore opportunities to support and utilise intermodal freight facilities being developed in Roma. • Survey or interview local businesses, freight operators and community services to identify key gaps and priorities eg. freight reliability, passenger services. • Review Council's vehicle use and plant replacement program, including exploring options to reduce travel and carpool.
<p>6B: Ensure digital connectivity enables future opportunities</p>	<ul style="list-style-type: none"> • Identify priorities for key enabling infrastructure, services and skills and collaborate on initiatives with SWQROC (digital connectivity was highlighted as a priority during engagements). • Support digital skills and inclusion, for example, building on existing initiatives in collaboration with regional stakeholders and telecommunication companies to: Promote or co-host basic digital skills workshops and 	<ul style="list-style-type: none"> • Implement recommendations of the Queensland Government's connectivity study (forthcoming).

		cyber-safety sessions, especially for small businesses, older residents and community groups; Support skills, access and offerings for tele-health services.	
6C: Ensure water security enables future opportunities	<ul style="list-style-type: none"> Work with partners such as Sunwater to secure long-term water allocations and reduce reliance on leased supply, and progress water treatment solutions to improve bore water quality for towns and communities. 	<ul style="list-style-type: none"> Identify priorities for enabling water infrastructure, services and skills, including upgrades and expansion to support St George and future growth areas, and collaborate with SWQROC and industry on coordinated solutions and funding. 	
6D: Improve local housing availability and quality	<ul style="list-style-type: none"> Seek funding for key infrastructure needs, including the Residential Activation Fund, with two RAF projects already approved and progressing. Monitor and implement the Local Housing Action Plan through regular updates led by the Planning and Development Manager, including ongoing engagement with landowners, agents and builders. 	<ul style="list-style-type: none"> Assess housing needs across key sectors to understand workforce demand and price points, noting where information is commercially sensitive. Deliver housing workshops in 2026 to explore practical models such as modular homes, granny flats and relocatable options. Identify a small number of priority, infrastructure-ready sites where council support with planning or headworks could unlock supply, and encourage smart metering, good design and circular construction principles in new developments. 	
7. Liveability, services and workforce			
7A: Enhance community wellbeing	Continue to:	Next Steps:	
	<ul style="list-style-type: none"> Maintain and upgrade community facilities, recreation areas and main streets in St George, Dirranbandi and smaller communities, and support local events that strengthen connection. Work with responsive local contractors while continuing to grow the local trades base through closer collaboration between schools, employers and workforce development programs. 	<ul style="list-style-type: none"> Trial a small maintenance pool with local tradies or regional contractors to address backlogs and test more reliable delivery for council and community facilities. Build short wellbeing and "future of our towns" conversations into existing engagement to understand priorities and how communities want to adapt to changes in travel, technology and services. Select a small set of practical wellbeing indicators to track over time, drawing on housing and service access data already collected. 	

		<ul style="list-style-type: none"> Work with anchor institutions and the private sector to increase local procurement, including professional services, so more spending, skills and jobs stay in the region, with council playing a facilitative rather than lead delivery role.
7B: Strengthen local education and workforce opportunities	<ul style="list-style-type: none"> Expand the CUC model and linked outreach to improve access to tertiary and vocational study in smaller communities. Use the workforce development program to track hard-to-fill and critical local roles and share this intelligence with schools, training providers and employers. Maintain targeted attraction and retention efforts, including engagement with SEQ jobseekers, migration pathways, and advocacy to enable international students to study and work locally where appropriate. 	<ul style="list-style-type: none"> Strengthen pathways between education and employment by linking local training directly to real jobs, building on bursaries, youth summits and employer-led programs. Support early engagement that connects young people to local careers and helps shift aspirations towards living and working in the region. Work with neighbouring councils on shared trade pools and regional apprenticeship and traineeship promotion, while encouraging businesses and service providers to establish local depots or offices to anchor jobs and training locally. Use housing, workforce and employer data to keep an up-to-date picture of demand and better align training, recruitment and business support, particularly as major projects and population change create new opportunities.
7C: Improve local access to healthcare	<ul style="list-style-type: none"> Maintain and support existing local services, including Roma Diagnostic Imaging and allied health provision in Balonne, and work with providers to sustain access to core diagnostics and visiting services. 	<ul style="list-style-type: none"> Work with local GPs, Primary Health Networks and health providers to identify the biggest access gaps (for example renal, maternity, mental health and specialist care) and use this evidence to advocate through PHNs, Hospital and Health Services and State agencies for sustained or expanded outreach. Back practical, locally led solutions that reduce travel, such as coordinating schedules for mobile services or visiting specialists, providing council premises and basic infrastructure, and strengthening telehealth access. Explore opportunities to expand local diagnostic capacity where viable, including equipment or philanthropic partnerships that could increase specialist visits and

		<p>reduce the need to travel to Roma, Toowoomba or Brisbane.</p> <ul style="list-style-type: none"> * Investigate affordable and reliable patient transport options to major centres as a complementary solution where services cannot be delivered locally.
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Murweh Shire

Regional characteristic	Strengths to build on in the transition	Weaknesses to minimise in the transition
Great communities not afraid to take on challenges	<ul style="list-style-type: none"> • 3,966 people • 653 local businesses • Median house price \$155,479 vs QLD \$828,711 • Multipurpose clinics (Injune, Mitchell, Surat) and Wallumbilla clinic 	<ul style="list-style-type: none"> • Workforce attraction and retention pressures • Service demand across a large catchment
Agriculture is a central pillar	<ul style="list-style-type: none"> • \$149m agriculture output • 49.5 per cent of registered businesses • Agriculture is 13.8 per cent of employment 	<ul style="list-style-type: none"> • Climate variability impacts production and costs • Market exposure and input pressures • Smaller share of jobs than some shires, so flow-on impacts can hit local services quickly
Realities of distance and scale require practical solutions	<ul style="list-style-type: none"> • 40,770 km² • Warrego, Landsborough and Mitchell highways • Westlander rail, Greyhound, Qantaslink and Rex services 	<ul style="list-style-type: none"> • High transport and infrastructure maintenance costs • Long travel times for specialist services • Exposure of road and rail access to weather disruption
Energy infrastructure limits opportunities	<ul style="list-style-type: none"> • Large properties suit off-grid and hybrid systems 	<ul style="list-style-type: none"> • Reliance on SWER and long rural feeders • Power reliability constraints • Limited local control over network decisions
The environment shapes our reality	<ul style="list-style-type: none"> • Bidjara Traditional Owners • Charleville Cosmos Centre, Royal Flying Doctor Service Base, Bilby Experience • \$27.45m in visitor expenditure (2022–23) 	<ul style="list-style-type: none"> • Flood and drought exposure • Insurance and infrastructure risk

1. Energy solutions customised to regions, industries, businesses and households		
1A: Improve access to large-scale reliable, affordable, decarbonised energy	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Monitor the energy landscape for future opportunities in collaboration with SWQROC. 	<ul style="list-style-type: none"> Engage with Maranoa and other Councils to understand the viability of joining future large-scale power purchase agreement arrangements or shared procurement models. Identify which Murweh-owned facilities could be included into an aggregated power purchase agreement (eg. Cosmos Centre, airport, civic buildings), and gather usage data to inform future business case development. Explore opportunities for community-owned energy: Assess Council and community interest in community owned energy facilities where technically feasible; Identify appropriate governance models, sites and partners to work with to progress.
1B: Maximise behind-the-meter generation, storage and efficiency	<ul style="list-style-type: none"> Monitor risk, reduce energy costs and promote increased energy efficiency and self sufficiency through the Earth Check Sustainable Destinations Program 2024-2030. Progress implementation of Energy and Emissions Strategy. <p>Support households, businesses and industry to implement energy solutions and reduce energy costs through sharing resources, supporting access to finance, grants and rebates for rooftop solar and batteries, and running energy efficiency programs (eg. EcoBiz, solar pumping for bores).</p>	<ul style="list-style-type: none"> Collect and share local data on solar, batteries and energy efficiency, starting with an audit of Council assets and a simple survey of households and businesses, to demonstrate savings, reliability and emissions benefits and support funding bids. Nominate and promote a trusted local point of contact for energy advice and enquiries. Strengthen energy performance standards in Council procurement, facilities, events and new developments, favouring efficient and all-electric options where practical Review existing solar mapping and grid constraints to identify remaining rooftop potential and support further uptake. Encourage local businesses that can install and maintain systems, including complementary services such as panel cleaning. Support upgrades for low-income or rental housing through

		<p>relevant State or Commonwealth programs.</p> <ul style="list-style-type: none"> Where helpful, aggregate demand and coordinate procurement to secure better pricing for households, businesses or industry.
<p>1C: Foster industry specific energy generation and emissions reduction solutions</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Explore potential sites for waste to energy (eg. anaerobic digester at Moven Freight Hub or abattoir). Support energy generation and emissions reduction projects that would benefit local industry through Council backing and connection to funding pathways.
<p>2. A future plan for gas and oil industries</p>		
<p>2A: Understand and plan for future risk and opportunity in gas and oil industries</p>	<p>Continue to:</p> <ul style="list-style-type: none"> 	<p>Next Steps:</p> <ul style="list-style-type: none"> Understand local dependency on gas and oil industries, identifying rates, roads, jobs and suppliers that rely on the sector. Hold targeted conversations with businesses known to service gas and oil to understand how important that work is for their viability and their exposure to change in the sector.
<p>3. Future ready agriculture and grazing</p>		
<p>3A: Support producers to implement future ready practices</p>	<p>Continue to:</p> <ul style="list-style-type: none"> Work with SWQROC and industry stakeholders to identify and support programs that unlock industry viability and opportunity (eg. cluster fencing program). Prepare for future conditions and build resilience, including through implementing actions in the South West Queensland Regional Disaster Resilience Strategy, the South West Queensland Regional Drought Resilience Plan, and pest management projects. 	<p>Next Steps:</p> <ul style="list-style-type: none"> Work with local producers demonstrating leading practice and industry stakeholders to support education, training and knowledge sharing in future-facing agri-skills including regenerative farming, data collection, AgTech use, and low-emissions farm operations. Identify priorities for key enabling infrastructure, services and skills that could help increase the uptake of future ready practices, and collaborate on initiatives with SWQROC. Support regional participation in research, policy and market trials that create opportunities for local producers to contribute to their design, reflect local

		context, and recognise best practice.
3B: Diversify on-farm revenue streams and production	<ul style="list-style-type: none"> Support diversification opportunities in game, premium beef, and niche products like gidgee charcoal. 	<ul style="list-style-type: none"> Document existing diversification examples in the LGA, to understand what is working and where. Convene discussions or workshops on diversification ideas to share information at an existing forum at Council. Collaborate with SWQROC to connect proponents with relevant industry programs, feasibility funding and pilot projects. Explore opportunities for co-location of production with renewable energy (see Opportunity Area 1: Energy solutions). Explore opportunities to convert agricultural waste and byproducts into new products (see Opportunity Area 1: Energy solutions). Encourage participation in biodiversity credits and nature repair markets that contribute to recovery and protection efforts for local species and landscapes as per Corporate Plan (incorporate lessons learned from carbon farming in the region to do this well).
4. Diverse enterprise and tourism		
4A: Support new and established businesses and industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support the growth and diversification of the tourism sector. Local opportunities have been identified in astro-tourism, eco-tourism, WWII heritage and Indigenous cultural tourism. 	<ul style="list-style-type: none"> Work with local businesses and industry bodies to address pain points (eg. accommodation capacity during peak times) e.g. via a tourism and business roundtable or advisory group. Explore options to increase economic viability of Cosmos Centre. Explore options to reduce seasonal tourism downturns, such as packaging events, local food and cultural experiences to connect regional assets year-round.
4B: Explore areas of	<ul style="list-style-type: none"> Develop the Charleville industrial precinct. 	<ul style="list-style-type: none"> Build on opportunities for Charleville to become a hub

<p>emerging opportunity</p>		<p>and spoke logistics and service centre for the region.</p> <ul style="list-style-type: none"> * Explore targeted enterprise support for First Nations and entrepreneurs in tourism, food, or land-based ventures, based on proven ideas and available sites or facilities. * Engage with Brisbane 2032 Olympic planning in collaboration with SWQROC to identify and promote opportunities for local suppliers and tourism experiences.
<p>5. Value from waste, recycling and circular economy</p>		
<p>5A: Explore collaborative opportunities to reduce waste management costs and add value</p>	<p>Continue to:</p> <ul style="list-style-type: none"> * Identify priorities for key enabling infrastructure and regulatory reform to create enabling conditions for regional waste solutions, and collaborate on initiatives with SWQROC. * Explore, advocate and seek funding for improved transport and logistics solutions to enable cost effective transport and processing of waste streams, including new opportunities enabled by proposed intermodal rail facilities and new hub and spoke logistics models (see Opportunity Area 6: Infrastructure to meet future needs), and back haulage. 	<p>Next Steps:</p> <ul style="list-style-type: none"> * Encourage waste minimisation, reuse and recovery through: Encouraging circular economy principles in design stages of local projects; Implementing design standards for construction that enable material recovery, repurposing and recycling at end of life; and Incorporating waste reduction in EcoBiz offerings. * Collaborate with SWQROC Regional Waste Officer on waste streams for regional collaboration, where volumes and costs justify a shared approach. * Explore opportunities to build on successful Containers for Change model eg. adding collection points in smaller communities. * Explore opportunities to build on mobile tyre shredding project.
<p>6. Infrastructure to meet future needs</p>		
<p>6A: Improve access to reliable, affordable, decarbonised transport options</p>	<p>Continue to:</p> <ul style="list-style-type: none"> * Progress proposed transport study exploring rail and intermodal freight between Roma and Charleville. Consult with all surrounding LGAs to understand how the project can cater to broad regional needs, in order for surrounding 	<p>Next Steps:</p> <ul style="list-style-type: none"> * Explore creative logistics and transport solutions eg. back haulage. * Survey or interview local businesses, freight operators and community services to identify key gaps and priorities eg. freight reliability, passenger services.

	<p>areas to benefit from and support this project.</p>	<ul style="list-style-type: none"> * Identify where infrastructure and upgrades such as EV charging and alternative fuels such as hydrogen and biofuels are most needed to support future transport ecosystems. For example on key highway and tourist routes, major depots, industrial and commercial areas. * Review Council's vehicle use and plant replacement program, including exploring options to reduce travel and carpool.
<p>6B: Ensure digital connectivity enables future opportunities</p>	<ul style="list-style-type: none"> * Maintain excellent telecommunications and connectivity infrastructure. 	<ul style="list-style-type: none"> * Implement recommendations of the Queensland Government's connectivity study (forthcoming). * Support digital skills and inclusion, for example, building on existing initiatives in collaboration with regional stakeholders and telecommunication companies to: Promote or co-host basic digital skills workshops and cyber-safety sessions, especially for small businesses, older residents and community groups; Support skills, access and offerings for tele-health services.
<p>6C: Ensure water security enables future opportunities</p>	<ul style="list-style-type: none"> * 	<ul style="list-style-type: none"> * Identify priorities for key enabling infrastructure, services and skills and collaborate on initiatives with SWQROC.
<p>6D: Improve local housing availability and quality</p>	<ul style="list-style-type: none"> * Seek and apply for funding for key housing-enabling infrastructure such as the Aurora Estate expansion and related residential projects. Use this development to implement standards for sustainable and recoverable building materials, energy efficiency, solar installations etc. 	<ul style="list-style-type: none"> * Assess housing need to understand for key industries eg. health, education, council, tourism, ag, and major businesses: how many workers are they struggling to house, and at what price points. * Progress planning and infrastructure delivery for Aurora Estate and any other flood-free residential land, and ensure there is a clear pathway for private builders and households to take up new lots, including basic guidance on approvals and services. * Explore options for diversified housing models that respond to workforce needs (eg. relocatable housing) and diversified governance options for local housing (eg.

		<p>cooperative ownership or community land trusts).</p> <ul style="list-style-type: none"> Identify one or two pilot opportunities to improve housing quality, for example partnering with employers or community organisations to refurbish older dwellings in exchange for using them for key worker or community housing, and using these to learn how to manage trades, materials and costs at distance.
7. Liveability, services and workforce		
7A: Enhance community wellbeing	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support local events, cultural activities and community facilities in Charleville and smaller communities that strengthen connection and pride. 	<ul style="list-style-type: none"> Develop a maintenance pool with local tradies, regional contractors or training providers to address maintenance delays. Design a small pilot of the maintenance pool (eg. choose a set of Council or community facilities to trial the model over 12 months). Monitor results and adjust based on community feedback. Design a small pilot of the maintenance pool e.g. choosing a set of council or community facilities to trial the model over 12 months. Monitor results and adjust, e.g. response times, costs, community feedback. Host one or two "what matters for our community's wellbeing?" conversations, ideally in partnership with Traditional Owners and local organisations, and use the results to update or influence council's community and corporate plans. Choose a small set of wellbeing indicators to track over time, such as feelings of safety, use of community spaces, participation in cultural events and youth engagement, and build these into existing reporting rather than creating a new system. Meet with key anchor institutions such as the hospital, schools and larger employers to discuss where council procurement and their procurement could more deliberately support local

		businesses and First Nations organisations, and identify one small joint action to trial.
7B: Strengthen local education and workforce opportunities	<ul style="list-style-type: none"> * Advocate for a Country University Centre. * Support local schools, distance education and training providers as key partners in Murweh's future workforce. 	<ul style="list-style-type: none"> * Strengthen pathways between education and employment by linking local training directly to real jobs. This could include making available the region's jobs profile including expectations for current and future jobs; a Council organised jobs fair; coordinating local work experience programmes, school-based traineeships and site visits to local employers; connecting industry and training providers for collaborative projects. * Advocate for coordinated regional workforce planning that links Murweh's needs into broader South West Queensland strategies. * Work with CUC Maranoa, CUC Balonne and the national CUC network to refine Murweh's case for a study hub in Charleville, including data on current and potential students, priority courses and likely use. * Convene local schools, health services, trades businesses, transport, ag and tourism employers to agree on a simple "jobs profile" for Murweh – which jobs exist now, where shortages are most acute and what is likely to grow or shrink – and share this profile widely with students and training partners.
7C: Improve local access to healthcare	<ul style="list-style-type: none"> * 	<ul style="list-style-type: none"> * Work with local GPs, primary health networks, and health providers to understand which services are the biggest access issue e.g. renal, maternity, mental health. Use the evidence to advocate through PHNs, Hospital and Health Services, and relevant State agencies for sustained or expanded outreach services. * Back locally driven solutions that reduce travel for health care. This could include: collaborating with other Councils to arrange a schedule of mobile services or regular visiting specialists; providing premises, basic infrastructure or promotion for

		mobile and outreach clinics; improving access and availability of telehealth services; advocating for funding for key local needs.
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Quilpie Shire

Regional characteristic	Strengths to build on in the transition	Weaknesses to minimise in the transition
Great communities not afraid to take on challenges	<ul style="list-style-type: none"> * 709 people * 213 local businesses * Median house price \$184,178 vs QLD \$828,711 * Quilpie Hospital 	<ul style="list-style-type: none"> * Very small workforce base * Service access constraints over distance * High reliance on council and local capacity
Agriculture is a central pillar	<ul style="list-style-type: none"> * \$58m agriculture output * 51.68 per cent of registered businesses * Agriculture is the largest employer (26.6 per cent) 	<ul style="list-style-type: none"> * Climate variability impacts production and costs * Market exposure * Biosecurity and input cost pressures
Established resource industries under pressure	<ul style="list-style-type: none"> * Local capability in logistics, contracting and services that support resource operations 	<ul style="list-style-type: none"> * Exposure to external investment and policy settings affecting oil and gas activity * Local employment and spending can shift with commodity cycles * Limited local control over the timing of a longer-term phase-down
Realities of distance and scale require practical solutions	<ul style="list-style-type: none"> * 67,415 km² * Freight rail access (Western Freight Network at Quilpie) * Cooper Development Road, Diamantina Development Road and key local roads * Rex Airlines services 	<ul style="list-style-type: none"> * Distance to major centres (820 km to Toowoomba, 955 km to Brisbane) * High transport and service delivery costs * Travel time constraints for services and workforce
Energy infrastructure limits opportunities	<ul style="list-style-type: none"> * Large properties suit off-grid and hybrid systems 	<ul style="list-style-type: none"> * Reliance on SWER and long rural feeders * Power reliability constraints * Limited local control over network decisions
The environment shapes our reality	<ul style="list-style-type: none"> * Mardigan, Boonthamurra, Bidjara, Kullilli and Wongkumara Traditional Owners * National parks and tourism assets, including 	<ul style="list-style-type: none"> * Flood and drought exposure * Climate extremes affecting access and infrastructure * Insurance and infrastructure risk

	<ul style="list-style-type: none"> Eromanga Natural History Museum \$7.1m in visitor expenditure (2022–23) 	
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1. Energy solutions customised to regions, industries, businesses and households		
1A: Improve access to large-scale reliable, affordable, decarbonised energy	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Monitor the energy landscape for future opportunities in collaboration with SWQROC. Support microgrid development for local consumption where power demand and generation can be co-located at the edge of the grid or where grid reliability is inadequate. 	<ul style="list-style-type: none"> Explore opportunities for community-owned energy; Assess Council and community interest in community owned energy facilities where technically feasible; Identify appropriate governance models, sites and partners to work with to progress.
1B: Maximise behind-the-meter generation, storage and efficiency	<ul style="list-style-type: none"> Progress implementation of Energy and Emissions Strategy. Support households, businesses and industry to implement energy solutions and reduce energy costs through sharing resources, supporting access to finance, grants and rebates for rooftop solar and batteries, and running energy efficiency programs (eg. EcoBiz, solar pumping for bores). 	<ul style="list-style-type: none"> Collect and share local data on solar, batteries and energy efficiency, starting with a Council audit and simple community survey, to demonstrate savings, reliability and emissions benefits and support funding bids. Strengthen energy performance standards in Council procurement, facilities, events and new developments, favouring efficient and all-electric options where practical. Review existing solar mapping and grid constraints to identify remaining rooftop potential and support further uptake. Encourage local businesses that install and maintain energy systems, including complementary services. Support upgrades for low-income or rental housing through relevant State or Commonwealth programs. Aggregate demand and coordinate procurement where it helps secure better pricing for households, businesses or industry.
1C:	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Support energy generation and emissions reduction projects that would benefit local industry

<p>Foster Industry specific energy generation and emissions reduction solutions</p>		<p>through Council backing and connection to funding pathways.</p>
<p>2. A future plan for gas and oil industries</p>		
<p>2A: Understand and plan for future risk and opportunity in gas and oil industries</p>	<p>Continue to:</p> <ul style="list-style-type: none"> • Work with oil and gas operators around Eromanga on coexistence, safety, road use and community benefit. 	<p>Next Steps:</p> <ul style="list-style-type: none"> • Understand local dependency on gas and oil industries. identifying rates, roads, jobs and suppliers that rely on the sector. Hold targeted conversations with businesses known to service gas and oil to understand how important that work is for their viability and their exposure to change in the sector. • Collaborate with industry operators to understand future plans and initiatives and undertake transition planning. This could include developing a relationship compact with industry operators that sets shared expectations about local jobs, training, community benefits, environmental performance and how information will be shared as activity ramps up or winds down. • Integrate gas and oil transition considerations into Council's economic and resilience planning, to ensure it is being tracked and monitored. Start to build ramp-up and phase-down scenarios into rates budgeting, service provision, community support and economic development strategies. • Diversify economic activity and strengthen other sectors to ensure the local economy is ready to respond to changes in gas and oil industries and support local jobs. When gas and oil activity is strong, explore setting aside revenue into a future industries and resilience fund that can later support diversification projects, skills programs and local infrastructure should conditions change.

		<ul style="list-style-type: none"> Develop and communicate a plan for the future of the gas and oil sector in the region, that clearly outlines work done to date (including on above actions). Engage early and consistently with communities and stakeholders to communicate the need for a future plan, invite participation and build buy in.
3. Future ready agriculture and grazing		
3A: Support producers to implement future ready practices	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Prepare for future conditions and build resilience, including through implementing actions in the South West Queensland Regional Disaster Resilience Strategy, the South West Queensland Regional Drought Resilience Plan, and pest management projects. 	<ul style="list-style-type: none"> Work with local producers demonstrating leading practice and industry stakeholders to support education, training and knowledge sharing in future-facing agri-skills including regenerative farming, data collection, AgTech use, and low-emissions farm operations. Identify priorities for key enabling infrastructure, services and skills that could help increase the uptake of future ready practices, and collaborate on initiatives with SWQROC. Support regional participation in research, policy and market trials that create opportunities for local producers to contribute to their design, reflect local context, and recognise best practice.
3B: Diversify on-farm revenue streams and production	<ul style="list-style-type: none"> Explore opportunities for diversification of production. 	<ul style="list-style-type: none"> Document existing diversification examples in the LGA, to understand what is working and where. Convene discussions or workshops on diversification ideas to share information at an existing forum at Council. Collaborate with SWQROC to connect proponents with relevant industry programs, feasibility funding and pilot projects. Explore opportunities for co-location of production with renewable energy eg. solar grazing (see Opportunity Area 1: Energy solutions). Expand agricultural tourism opportunities (see Opportunity Area 4: Diverse enterprise and tourism).

		<ul style="list-style-type: none"> Explore opportunities to convert agricultural waste and byproducts into new products (see Opportunity Area 5: Value from waste).
4. Diverse enterprise and tourism		
4A: Support new and established businesses and industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support the growth and diversification of the tourism sector. 	<ul style="list-style-type: none"> Work with local businesses and industry bodies to address pain points (eg. accommodation capacity during peak times) eg. via a tourism and business roundtable or advisory group. Explore options to reduce seasonal tourism downturns, such as packaging events, local food and cultural experiences to connect regional assets year-round.
4B: Explore areas of emerging opportunity	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Explore targeted enterprise support for First Nations and entrepreneurs in tourism, food, or land-based ventures, based on proven ideas and available sites or facilities. Explore options to build relationships and new opportunities through the refurbished display at the Visitor Centre. Engage with Brisbane 2032 Olympic planning in collaboration with SWQROC to identify and promote opportunities for local suppliers and tourism experiences. Local opportunities have been highlighted in opals and metals.
5. Value from waste, recycling and circular economy		
5A: Explore collaborative opportunities to reduce waste management costs and add value	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Explore back haulage opportunities to enable cost effective transport and processing of recycling streams. Explore and seek funding for improved transport and logistics solutions to enable cost effective transport and processing of waste streams, including new opportunities enabled by proposed intermodal 	<ul style="list-style-type: none"> Encourage waste minimisation, reuse and recovery through: Encouraging circular economy principles in design stages of local projects; Implementing design standards for construction that enable material recovery, repurposing and recycling at end of life; and Incorporating waste reduction in EcoBiz offerings. Collaborate with SWQROC Regional Waste Officer on waste streams for regional collaboration,

	<p>rail facilities and new hub and spoke logistics models (see Opportunity Area 6: Infrastructure to meet future needs), and back haulage.</p> <ul style="list-style-type: none"> Identify priorities for key enabling infrastructure, and collaborate on initiatives with SWQROC. 	<p>where volumes and costs justify a shared approach.</p>
6. Infrastructure to meet future needs		
6A: Improve access to reliable, affordable, decarbonised transport options	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Explore creative logistics and transport solutions e.g. back haulage. 	<ul style="list-style-type: none"> Explore opportunities to support and utilise intermodal freight facilities in Charleville in collaboration with Murweh Council. Survey or interview local businesses, freight operators and community services to identify key gaps and priorities eg. freight reliability, passenger services. Identify where infrastructure and upgrades such as EV charging and alternative fuels such as hydrogen and biofuels are most needed to support future transport ecosystems. For example on key highway and tourist routes, major depots, industrial and commercial areas. Review Council's vehicle use and plant replacement program, including exploring options to reduce travel and carpool.
6B: Ensure digital connectivity enables future opportunities	<ul style="list-style-type: none"> Identify priorities for key enabling infrastructure, services and skills and collaborate on initiatives with SWQROC. 	<ul style="list-style-type: none"> Implement recommendations of the Queensland Government's connectivity study (forthcoming). Support digital skills and inclusion, for example, building on existing initiatives in collaboration with regional stakeholders and telecommunication companies to: Promote or co-host basic digital skills workshops and cyber-safety sessions, especially for small businesses, older residents and community groups; Support skills, access and offerings for tele-health services.
6C: Ensure water security	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Identify priorities for key enabling infrastructure, services and skills

enables future opportunities		and collaborate on initiatives with SWQROC.
6D: Improve local housing availability and quality	<ul style="list-style-type: none"> • Implement Quilpie's housing initiatives, including land release, incentive schemes and modular or townhouse developments, to attract and retain residents and essential workers. 	<ul style="list-style-type: none"> • Build on locally led housing solutions. Quilpie's offer of free housing and CACH's grant-funded home purchases show what can be done to attract and retain staff when mainstream housing supply is limited. • Monitor who is taking up free land, grants and new homes, and what types of workers and households are still struggling to find suitable housing, to fine-tune future stages of development and incentives. • Ensure the new townhouse and modular housing projects deliver a mix of dwelling sizes and standards that respond to workforce needs, including smaller, low-maintenance units for singles and couples and energy-efficient homes for families. • Share Quilpie's housing story and lessons learned through SWQROC so other shires can adapt the parts that suit their context, including how to manage demand, local expectations and quality concerns. • Explore a next wave of innovative housing options for Quilpie, such as tying future incentives to sustainability and resilience standards, creating a small pool of council or partner-owned key worker housing, or testing cooperative or equity-sharing models for staff and long-term residents.
7. Liveability, services and workforce		
7A: Enhance community wellbeing	<p>Continue to:</p> <ul style="list-style-type: none"> • Strengthen liveability in Quilpie and smaller communities through parks, streetscape improvements, community events and housing initiatives that support attracting and retaining residents. 	<p>Next Steps:</p> <ul style="list-style-type: none"> • Support trusted, culturally safe responses to local issues like crime, domestic violence and drug use. Build on what is already working through existing health services and community programs. • Develop a maintenance pool with local tradies, regional contractors or training providers to address maintenance delays. Design a small pilot of the maintenance pool (eg. choose a set of Council or community facilities to trial the

		<p>model over 12 months). Monitor results and adjust based on community feedback.</p> <ul style="list-style-type: none"> • Build a "living well in Quilpie" conversation into existing community gatherings, asking residents and Traditional Owners what keeps them in the Shire and what they most want to see improved. • Agree on a small, meaningful set of wellbeing indicators, such as cultural participation, youth engagement, perceived safety and access to services, and work with local organisations to collect and reflect this information over time.
<p>7B: Strengthen local education and workforce opportunities</p>	<ul style="list-style-type: none"> • Run recruitment campaigns featuring staff stories to attract workers and families. • Support local schools, distance education and training pathways for Quilpie residents, and promote apprenticeships and traineeships linked to local employers in council, trades, ag and tourism. 	<ul style="list-style-type: none"> • Map key workforce gaps in Quilpie with local employers and services, especially in health, education, caring roles, trades and council, and turn this into a simple "jobs in Paroo now and in future" profile for students and jobseekers. • Partner with CUC Maranoa, CUC Balonne or CUC Mount Isa to explore outreach or "study intensives" in Quilpie, combined with online support, so that local people can access higher education without fully relocating. • Support initiatives that bring short training blocks, mentoring or career taster programs into Quilpie, making use of council facilities and aligning schedules with busy seasons in agriculture and tourism. • Use Quilpie's housing and liveability work to support workforce attraction and retention by clearly linking incentives (such as free land or staff housing) to roles the Shire most needs, and share this approach through SWQROC.
<p>7C: Improve local access to healthcare</p>	<ul style="list-style-type: none"> • Advocate for expanded permanent aged care. 	<ul style="list-style-type: none"> • Work with local GPs, primary health networks, and health providers to understand which services are the biggest access issue e.g. renal, maternity, mental health. Use the evidence to advocate through PHNs, Hospital and Health Services, and relevant

		<p>State agencies for sustained or expanded outreach services.</p> <ul style="list-style-type: none"> • Back locally driven solutions that reduce travel for health care. This could include: collaborating with other Councils to arrange a schedule of mobile services or regular visiting specialists; providing premises, basic infrastructure or promotion for mobile and outreach clinics; improving access and availability of telehealth services; advocating for funding for key local needs.
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Paroo Shire

Regional characteristic	Strengths to build on in the transition	Weaknesses to minimise in the transition
Great communities not afraid to take on challenges	<ul style="list-style-type: none"> * 1,725 people * 248 local businesses * Median house price \$97,560 vs QLD \$828,711 * Cunnamulla Hospital, Cunnamulla Medical Clinic, RFDS clinics (Eulo, Yowah) and RFDS presence 	<ul style="list-style-type: none"> * Limited workforce depth * High reliance on council and local capacity
Agriculture is a central pillar	<ul style="list-style-type: none"> * \$43m agriculture output * 50.8 per cent of registered businesses * Agriculture is the largest employer (23.6 per cent) 	<ul style="list-style-type: none"> * Climate variability impacts production and costs * Market exposure and input pressures * Biosecurity and input cost pressures
Realities of distance and scale require practical solutions	<ul style="list-style-type: none"> * 47,828 km² * Balonne and Mitchell highways * Western Freight Network access * Rex Airlines and coach services 	<ul style="list-style-type: none"> * Distance to major centres (650 km to Toowoomba, 788 km to Brisbane) * High transport and service delivery costs * Long distances to specialist services
Energy infrastructure limits opportunities	<ul style="list-style-type: none"> * Large properties suit off-grid and hybrid systems 	<ul style="list-style-type: none"> * Reliance on SWER and long rural feeders * Power reliability constraints * Limited local control over network decisions
The environment shapes our reality	<ul style="list-style-type: none"> * Kooma, Kunja, Kullilli, Mardgany and Budjiti Traditional Owners * Currawinya NP, Culgoa Floodplain NP, Yowah opal fields and artesian assets * \$11m in visitor expenditure (2022-23) 	<ul style="list-style-type: none"> * Flood and drought exposure * Insurance and infrastructure risk
1. Energy solutions customised to regions, industries, businesses and households		
	Continue to:	Next Steps:

<p>1A: Improve access to large-scale reliable, affordable, decarbonised energy</p>	<ul style="list-style-type: none"> Monitor the energy landscape for future opportunities in collaboration with SWQROC. 	<ul style="list-style-type: none"> Explore opportunities for community-owned energy; Assess Council and community interest in community owned energy facilities where technically feasible; Identify appropriate governance models, sites and partners to work with to progress.
<p>1B: Maximise behind-the-meter generation, storage and efficiency</p>	<ul style="list-style-type: none"> Progress implementation of Energy and Emissions Strategy. 	<ul style="list-style-type: none"> Support households, businesses and industry to reduce energy costs through advice, grants, finance and programs such as solar, batteries and efficiency upgrades. Collect and share local data, starting with a Council audit and simple survey, to show savings, reliability and emissions benefits and support funding bids. Strengthen energy performance standards in Council operations and new developments, favouring efficient and all-electric options where practical. Review solar potential and grid constraints to guide further uptake. Encourage local installation and maintenance services and support upgrades for low-income or rental housing. Aggregate demand and coordinate procurement where it improves value or access.
<p>1C: Foster industry specific energy generation and emissions reduction solutions</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Support energy generation and emissions reduction projects that would benefit local industry through Council backing and connection to funding pathways.
<p>2. A future plan for gas and oil industries</p>		
<p>2A: Understand and plan for future risk and opportunity in gas and oil industries</p>	<p>Continue to:</p>	<p>Next Steps:</p>
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Understand local dependency on the gas industry, identifying rates, roads, jobs and suppliers that rely on the sector.
<p>3. Future ready agriculture and grazing</p>		
<p>3A: Support producers to implement</p>	<p>Continue to:</p>	<p>Next Steps:</p>
	<ul style="list-style-type: none"> Prepare for future conditions and build resilience, including 	<ul style="list-style-type: none"> Work with local producers demonstrating leading practice and industry stakeholders to

<p>future ready practices</p>	<p>through implementing actions in the South West Queensland Regional Disaster Resilience Strategy, the South West Queensland Regional Drought Resilience Plan, and pest management projects.</p>	<p>support education, training and knowledge sharing in future-facing agri-skills including regenerative farming, data collection, AgTech use, and low-emissions farm operations. This could be supported by an appointed Community Recovery and Resilience Officer.</p> <ul style="list-style-type: none"> * Identify priorities for key enabling infrastructure, services and skills that could help increase the uptake of future ready practices, and collaborate on initiatives with SWQROC. * Support regional participation in research, policy and market trials that create opportunities for local producers to contribute to their design, reflect local context, and recognise best practice.
<p>3B: Diversify on-farm revenue streams and production</p>	<ul style="list-style-type: none"> * Explore opportunities for diversification of production. 	<ul style="list-style-type: none"> * Document existing diversification examples in the LGA, to understand what is working and where. * Convene discussions or workshops on diversification ideas to share information at an existing forum of Council. Collaborate with SWQROC to connect proponents with relevant industry programs, feasibility funding and pilot projects. * Explore opportunities for co-location of production with renewable energy e.g. solar grazing (see Opportunity Area 1: Energy solutions). * Expand agricultural tourism opportunities (see Opportunity Area 4: Diverse enterprise and tourism). * Explore opportunities to convert agricultural waste and byproducts into new products (see Opportunity Area 5: Value from waste).
<p>4. Diverse enterprise and tourism</p>		
<p>4A: Support new and established</p>	<p>Continue to:</p> <ul style="list-style-type: none"> * Support the growth and diversification of the tourism sector, including 	<p>Next Steps:</p> <ul style="list-style-type: none"> * Work with local businesses and industry bodies to address pain points (e.g. accommodation

<p>businesses and industries</p>	<p>regional collaboration around niche tourism opportunities.</p>	<p>capacity) e.g. via a tourism and business roundtable or advisory group.</p> <ul style="list-style-type: none"> * Explore options to reduce seasonal tourism downturns, such as packaging events, local food and cultural experiences to connect regional assets year-round. * Explore targeted enterprise support for First Nations and entrepreneurs in tourism, food, or land-based ventures, based on proven ideas and available sites or facilities.
<p>4B: Explore areas of emerging opportunity</p>	<ul style="list-style-type: none"> * Support First Nations communities to pursue self-determined opportunities for economic development, such as the Indigenous Tourism Traineeship. * Explore options for development of industrial land in Cunnamulla to take advantage of high levels of freight traffic and strategic location at the crossroads of highways, and encourage longer stays and generation of local opportunities. 	<ul style="list-style-type: none"> * Explore targeted enterprise support for First Nations and entrepreneurs in tourism, food, or land-based ventures, based on proven ideas and available sites or facilities. * Engage with Brisbane 2032 Olympic planning in collaboration with SWQROC to identify and promote opportunities for local suppliers and tourism experiences. Local opportunities have been highlighted in livestock, leather products, and embroidery.
<p>5. Value from waste, recycling and circular economy</p>		
<p>5A: Explore collaborative opportunities to reduce waste management costs and add value</p>	<p>Continue to:</p> <ul style="list-style-type: none"> * Identify priorities and seek funding for key enabling infrastructure and community education, and collaborate on initiatives with SWQROC. * Explore improved transport and logistics solutions to enable cost effective transport and processing of waste streams, including new opportunities enabled by proposed intermodal rail facilities and new hub and spoke logistics models (see Opportunity Area 6: Infrastructure to meet future needs), and back haulage. 	<p>Next Steps:</p> <ul style="list-style-type: none"> * Encourage waste minimisation, reuse and recovery through: Encouraging circular economy principles in design stages of local projects; Implementing design standards for construction that enable material recovery, repurposing and recycling at end of life; and Incorporating waste reduction in EcoBiz offerings. * Collaborate with SWQROC Regional Waste Officer on waste streams for regional collaboration, where volumes and costs justify a shared approach.

6. Infrastructure to meet future needs		
6A: Improve access to reliable, affordable, decarbonised transport options	Continue to:	Next Steps:
	<ul style="list-style-type: none"> * Explore creative logistics and transport solutions e.g. back haulage. 	<ul style="list-style-type: none"> * Explore opportunities to support and utilise intermodal freight facilities in Charleville in collaboration with Murweh Council. * Survey or interview local businesses, freight operators and community services to identify key gaps and priorities e.g. freight reliability, passenger services. * Identify where infrastructure and upgrades such as EV charging and alternative fuels such as hydrogen and biofuels are most needed to support future transport ecosystems. For example on key highway and tourist routes, major depots, industrial and commercial areas. * Review Council's vehicle use and plant replacement program, including exploring options to reduce travel and carpool.
6B: Ensure digital connectivity enables future opportunities	<ul style="list-style-type: none"> * Support digital skills and inclusion e.g. promote or co-host basic digital skills workshops and cyber-safety sessions, especially for small businesses, older residents and community groups; support skills, access and offerings of tele-health services. 	<ul style="list-style-type: none"> * Identify priorities for key enabling infrastructure, services and skills and collaborate on initiatives with SWQROC. * Implement recommendations of the Queensland Government's connectivity study (forthcoming).
6C: Ensure water security enables future opportunities	<ul style="list-style-type: none"> * Seek funding to complete the renewal of the water mains reticulation system in Cunnamulla. 	<ul style="list-style-type: none"> * Identify priorities for key enabling infrastructure, services and skills and collaborate on initiatives with SWQROC.
6D: Improve local housing availability and quality	<ul style="list-style-type: none"> * Support locally led housing solutions such as the Cunnamulla Real Estate service and to advocate for improved staff housing for government and community services. * Streamline processes for developers to provide housing, such as through the planning scheme review and making it 	<ul style="list-style-type: none"> * Use the Local Housing Action Plan and local employer input to keep a live picture of housing needs for government staff, health workers, council employees and key local businesses, including gaps in quality and size of dwellings. * Work with Cunnamulla Aboriginal Corporation for Health, Queensland Government agencies and other employers to coordinate staff housing efforts, for example by

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	<p>easier to do business with Council.</p> <ul style="list-style-type: none"> Explore new opportunities to boost housing stock such as through the housing needs assessment, securing funding for social housing, redevelopment of Council's old depot. Collaborate with SWQROC and other Councils to learn from their successes and challenges in housing development. 	<p>aligning purchases and refurbishments and sharing information on vacancies.</p> <ul style="list-style-type: none"> Identify a small number of older or under-used dwellings that could be upgraded into decent rentals for key workers or vulnerable residents, and explore funding and partnership options to cover renovation costs given tradie and materials constraints. Explore diversified governance and ownership models for Paroo housing, such as partnerships with community housing providers, Aboriginal community-controlled organisations and cooperatives, to improve both availability and quality without over-stretching council.
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7. Liveability, services and workforce

7A: Enhance community wellbeing	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support programs, spaces and events that build community connection and pride in Cunnamulla, Yowah, Eulo and other communities, especially those led by First Nations organisations and community groups. 	<ul style="list-style-type: none"> Support trusted, culturally safe responses to local issues like crime, domestic violence and drug use. Build on what is already working through existing health services and community programs. Develop a maintenance pool with local tradies, regional contractors or training providers to address maintenance delays. Design a small pilot of the maintenance pool (eg. choose a set of Council or community facilities to trial the model over 12 months). Monitor results and adjust based on community feedback. Build a "living well in Paroo" conversation into existing community gatherings, asking residents and Traditional Owners what keeps them in the Shire and what they most want to see improved. Agree on a small, meaningful set of wellbeing indicators, such as cultural participation, youth engagement, perceived safety and access to services, and work with local organisations to

		<p>collect and reflect this information over time.</p> <ul style="list-style-type: none"> Explore how council and local anchor institutions such as health services, schools and Aboriginal organisations can direct more of their everyday spending to local businesses and community-controlled organisations, starting with one or two specific categories like catering, cleaning or small works.
<p>7B: Strengthen local education and workforce opportunities</p>	<ul style="list-style-type: none"> Support local schools, training providers and community organisations that help young people and adults in Cunnamulla, Yowah and Eulo stay engaged in learning and work. 	<ul style="list-style-type: none"> Map key workforce gaps in Paroo with local employers and services, especially in health, education, caring roles, trades and council, and turn this into a simple "jobs in Paroo now and in future" profile for students and jobseekers. Work with Aboriginal community-controlled organisations and employment services in Paroo's RAES/CDP region to align training and job pathways with local priorities and to support Paroo residents who want to come back after studying elsewhere. Coordinate practical initiatives that link education to real jobs, such as work experience programs, school-based traineeships, local jobs expos and guest speakers from local employers and community organisations.
<p>7C: Improve local access to healthcare</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Back locally driven solutions that reduce travel for health care. This could include: collaborating with other Councils to arrange a schedule of mobile services or regular visiting specialists; providing premises, basic infrastructure or promotion for mobile and outreach clinics; improving access and availability of telehealth services; advocating for funding for key local needs.

Bulloo Shire

Regional characteristic	Strengths to build on in the transition	Weaknesses to minimise in the transition
Great communities not afraid to take on challenges	<ul style="list-style-type: none"> • 346 people • 51 local businesses • Median house price \$124,040 vs QLD \$828,711 • Thargomindah Community Clinic 	<ul style="list-style-type: none"> • Very small workforce pool • Reliance on council and volunteers for core services
Agriculture is a central pillar	<ul style="list-style-type: none"> • \$61m agriculture output • Agriculture is 43.9 per cent of employment • Grazing-focused systems • 33.3 per cent of registered businesses 	<ul style="list-style-type: none"> • Climate extremes are a constant operating constraint • High transport and input costs • Small local market for value-added activity
Established resource industries under pressure	<ul style="list-style-type: none"> • Mining is 15.8 per cent of employment • Local capability in logistics, contracting and services that support resource operations 	<ul style="list-style-type: none"> • Mining exposure is volatile and externally driven • Limited local capacity to absorb industry shocks • Highly reliant on gas industry
Realities of distance and scale require practical solutions	<ul style="list-style-type: none"> • 73,880 km² • Adventure Way and Warri Gate Road connections (to NSW) • Low congestion and available land 	<ul style="list-style-type: none"> • Extremely remote service catchment • High freight and infrastructure costs • Long distances to specialist services
Energy infrastructure limits opportunities	<ul style="list-style-type: none"> • History of energy production e.g. Thargomindah Hydro Power Plant • Large properties suit off-grid and hybrid systems 	<ul style="list-style-type: none"> • Reliance on SWER and long rural feeders • Power reliability constraints • High upgrade and maintenance costs
The environment shapes our reality	<ul style="list-style-type: none"> • Kullilli, Budjiti, Wongkumara, Kungardutyi and Boonthamurra Traditional Owners • Lake Bindigolly NP, Currawinya NP, Bulloo 	<ul style="list-style-type: none"> • Flood and drought exposure • Insurance and infrastructure risk

	River, Noccundra Waterhole • \$3.6m in visitor expenditure (2022–23)	
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1. Energy solutions customised to regions, industries, businesses and households		
1A: Improve access to large-scale reliable, affordable, decarbonised energy	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Monitor the energy landscape and collaborate with SWQROC on emerging opportunities 	<ul style="list-style-type: none"> Assess interest and feasibility for community-owned energy, including governance models, sites and partners. Support microgrid development where demand and generation can be co-located or grid reliability is limited.
1B: Maximise behind-the-meter generation, storage and efficiency	<ul style="list-style-type: none"> Progress implementation of the Energy and Emissions Strategy. 	<ul style="list-style-type: none"> Support households and businesses to access finance, grants and programs for solar, batteries and efficiency. Audit Council solar and survey local uptake, then publish results to show savings and strengthen funding bids. Strengthen energy performance standards in Council procurement, facilities and events. Embed energy efficiency and rooftop solar requirements into new developments where practical. Review rooftop solar potential and grid constraints to guide further installation. Encourage local installation and maintenance services. Support upgrades for low-income or rental housing. Aggregate demand or coordinate procurement where it improves value.
1C: Foster industry specific energy generation and emissions reduction solutions	<ul style="list-style-type: none"> Support energy generation and emissions reduction projects that benefit local industry. 	<ul style="list-style-type: none"> Back priority projects and connect proponents with funding pathways and partners.

2. A future plan for gas and oil Industries		
2A: Understand and plan for future risk and opportunity in gas and oil industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Engage regularly with gas and oil operators to understand plans and implications for the region. 	<ul style="list-style-type: none"> Map local dependence on the sector across jobs, suppliers, roads and rates. Develop shared expectations with operators around jobs, training, benefits and environmental performance Integrate phase-up and phase-down scenarios into Council economic and resilience planning. Diversify other sectors and consider setting aside revenue into a future industries or resilience fund. Develop and communicate a clear regional transition plan with community input.
3. Future ready agriculture and grazing		
3A: Support producers to implement future ready practices	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Implement regional resilience and drought strategies and pest management initiatives. 	<ul style="list-style-type: none"> Support training and knowledge sharing in regenerative practices, AgTech and low-emissions farming. Identify enabling infrastructure, services and skills priorities with SWQROC. Support producer participation in research, trials and policy pilots.
3B: Diversify on-farm revenue streams and production	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Explore diversification of production across the Shire. 	<ul style="list-style-type: none"> Document local examples and lessons. Convene workshops to share ideas and connect proponents to funding. Test emerging industries such as beekeeping, goats and macropods. Explore co-location with renewables, agri-tourism and value-from-waste opportunities.
4. Diverse enterprise and tourism		
	Continue to:	Next Steps:

4A: Support new and established businesses and industries	<ul style="list-style-type: none"> Support growth and diversification of tourism. 	<ul style="list-style-type: none"> Work with businesses to address pain points such as accommodation capacity Package events, food and cultural experiences to reduce seasonality. Support First Nations and local entrepreneurs to develop tourism and land-based ventures.
4B: Explore areas of emerging opportunity	<ul style="list-style-type: none"> Promote local enterprise development opportunities. 	<ul style="list-style-type: none"> Support First Nations and local entrepreneurs with targeted enterprise support. Engage with Brisbane 2032 planning through SWQROC to position local suppliers and experiences.
5. Value from waste, recycling and circular economy		
5A: Explore collaborative opportunities to reduce waste management costs and add value	<p>Continue to:</p> <ul style="list-style-type: none"> Identify priority enabling infrastructure and collaborate regionally. 	<p>Next Steps:</p> <ul style="list-style-type: none"> Improve transport and logistics for waste streams, including back haulage and intermodal options. Promote circular economy design and material recovery standards. Work with SWQROC on shared regional waste solutions where viable.
6. Infrastructure to meet future needs		
6A: Improve access to reliable, affordable, decarbonised transport options	<p>Continue to:</p> <ul style="list-style-type: none"> Explore creative logistics and freight solutions, including back haulage. 	<p>Next Steps:</p> <ul style="list-style-type: none"> Engage with Murweh on intermodal freight opportunities. Survey local gaps in freight and passenger services. Identify sites for EV charging and alternative fuels. Review Council fleet use and replacement plans.
6B: Ensure digital connectivity enables future opportunities	<ul style="list-style-type: none"> Improve digital connectivity and inclusion. 	<ul style="list-style-type: none"> Identify infrastructure and skills priorities with SWQROC. Implement outcomes from the State connectivity study. Support digital skills workshops and telehealth access initiatives.
6C: Ensure water security	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Identify priorities for key enabling infrastructure, services and skills

enables future opportunities		and collaborate on initiatives with SWQROC.
6D: Improve local housing availability and quality	<ul style="list-style-type: none"> * Work with major employers, including oil and gas operators, to secure and manage housing for essential workers and services in Thargomindah and smaller communities. 	<ul style="list-style-type: none"> * Prepare a simple overview of current housing supply and demand for council staff, health and education workers, police, and major industry workers, noting where shortages or quality issues are most acute. * Identify any under-used buildings or sites that could be converted into small clusters of worker or independent living units, drawing on examples where former institutional buildings have been repurposed in other regional areas. * Work with SWQROC and State agencies to explore bringing in modular or prefabricated homes when funding is available, and to coordinate trades and logistics so construction is viable given the distance and cost constraints. * Explore partnerships with industry and community organisations to create a small pipeline of decent, energy-efficient worker and community housing that can flex between different uses over time, for example starting as worker accommodation and later shifting into general rental or seniors' housing.
7. Liveability, services and workforce		
7A: Enhance community wellbeing	<p>Continue to:</p> <ul style="list-style-type: none"> * Support core liveability in Thargomindah and other communities through basic services, community spaces and local events, recognising the challenges of distance and small population. * Support trusted, culturally safe responses to local issues like crime, domestic violence and drug use. Build on what is already working through existing health services and community programs. 	<p>Next Steps:</p> <ul style="list-style-type: none"> * Develop a maintenance pool with local tradies, regional contractors or training providers to address maintenance delays. Design a small pilot of the maintenance pool (eg. choose a set of Council or community facilities to trial the model over 12 months). Monitor results and adjust based on community feedback. * Build a "living well in Bulloo" conversation into existing community gatherings, asking residents and Traditional Owners what keeps them in the Shire and what they most want to see improved.

		<ul style="list-style-type: none"> * Identify a number of wellbeing indicators that Bulloo can realistically track, such as perceived access to services, use of community facilities and community safety, and integrate them into regular reporting. * Talk with the main public and private employers about where they source basic goods and services now and identify one or two small contract types that could be offered to local businesses or social enterprises as a way of keeping more value in the Shire.
7B: Strengthen local education and workforce opportunities	<ul style="list-style-type: none"> * Support access to school, distance education and vocational education and training (VET) options for residents in Thargomindah and smaller communities, acknowledging the lack of nearby campuses. 	<ul style="list-style-type: none"> * Map Bulloo's critical workforce needs with local employers, focusing on council roles, health and aged care, oil and gas operations, trades and core services, and identify which roles are hardest to fill and keep. * Work with SWQROC, CUC Maranoa and CUC Balonne to identify realistic ways Bulloo residents can tap into CUC support (for example online study with occasional visits, or outreach sessions in Thargomindah) rather than expecting a full centre. * Support short, intensive training blocks and mobile training in Bulloo by offering council facilities and coordinating with employers to ensure enough participants to make delivery viable. * Explore, with relevant agencies, the pros and cons of using seasonal or targeted migration programs to fill specific roles in Bulloo, and document what council would need to consider in terms of housing, community integration and support.
7C: Improve local access to healthcare	<ul style="list-style-type: none"> * 	<ul style="list-style-type: none"> * Back locally driven solutions that reduce travel for health care. This could include: collaborating with other Councils to arrange a schedule of mobile services or regular visiting specialists; providing premises, basic infrastructure or promotion for mobile and outreach clinics; improving access and availability of telehealth services;

		advocating for funding for key local needs.
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SWQROC actions

1. Energy solutions customised to regions, industries, businesses and households		
TA: Improve access to large-scale reliable, affordable, decarbonised energy	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Provide regional coordination, advocacy and information sharing on energy infrastructure and investment priorities. 	<ul style="list-style-type: none"> Advocate for upgrades to transmission infrastructure to unlock renewable energy opportunities, including increased capacity on Powerlink lines, open access to private networks, and improvements to Ergon's SWER network to strengthen reliability and enable edge and off-grid systems. Support councils to work with stakeholders and developers to set clear expectations for engagement and local benefit, sharing practical examples of community benefit policies and governance models. Assist councils to collaborate on power purchase agreements where this strengthens buying power or reduces costs. Support exploration of community-owned energy by sharing relevant models, partners and case studies. Track energy market, policy and technology changes to identify emerging opportunities for the region.
1B: Maximise behind-the-meter generation, storage and efficiency	<ul style="list-style-type: none"> Share practical information and resources across councils to support local energy cost reduction and efficiency initiatives. 	<ul style="list-style-type: none"> Provide councils with clear, up-to-date information to support behind-the-meter energy solutions, including rebates, programs, independent advice and practical FAQs on solar, batteries and efficiency. Share regionally via a simple SWQROC webpage or regular updates to council staff. Support all councils to participate in efficiency programs such as EcoBiz. Help councils collect and share data on solar, batteries, efficiency uptake and emissions reductions to track progress and strengthen funding bids and advocacy. Develop shared guidance on low-emissions, energy-efficient

		<p>construction and renovations, including practical advice and resources for council websites. Where relevant, promote local low-carbon materials such as Maranoa cypress.</p> <ul style="list-style-type: none"> * Advocate for subsidies that make solar and batteries viable for rentals and affordable housing in remote areas. * Support councils to aggregate demand and run shared procurement processes for rooftop solar, including supplier vetting.
<p>1C: Foster industry specific energy generation and emissions reduction solutions</p>	<ul style="list-style-type: none"> * Engage regional industries to understand energy needs and support coordinated responses where shared solutions are possible. 	<ul style="list-style-type: none"> * Hold an industry roundtable or survey to understand top energy pain points, future opportunities, and transition plans for specific industries. * Advocate for enabling conditions such as regulatory certainty and consistency to encourage an opportunity mindset, investment and adoption of new practices.
<p>2. A future plan for gas and oil industries</p>		
<p>2A: Understand and plan for future risk and opportunity in gas and oil industries</p>	<p>Continue to:</p>	<p>Next Steps:</p>
	<ul style="list-style-type: none"> * Maintain a regional overview of gas and oil activity and support councils to share information and coordinate responses. 	<ul style="list-style-type: none"> * Advocate to regulators and governments to reduce community and economic impacts from changes in gas and oil activity. * Support organisations such as Coexistence Queensland to work with councils and communities in areas of new or changing activity. * Coordinate regional information sharing on gas development, coexistence, benefit-sharing and transition opportunities (for example methane abatement, efficiency, CCS). * Support councils to engage industry early and integrate gas transition planning into local strategies. * Build a region-wide picture of gas dependency (rates, jobs, suppliers, projects) and track simple transition indicators over time to inform decisions.

		<ul style="list-style-type: none"> Partner with TAFE and industry on short courses that help oil and gas workers move into adjacent sectors. Monitor company announcements, regulatory changes and production trends to identify risks early. Explore a regional reference group for councils with higher exposure to guide proactive planning.
3. Future ready agriculture and grazing		
3A: Support producers to implement future ready practices	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support Councils to implement actions in the SW Queensland Regional Disaster Resilience Strategy, the South West Queensland Regional Drought Resilience Plan and pest management projects. Build agricultural climate adaptation and resilience by ensuring policy coherence across food security, energy transition, and emissions reduction, and advocate for rural voices in national strategies. Advocate for investment in priority regional infrastructure and service needs. 	<ul style="list-style-type: none"> Advocating for simple, fit for purpose regulation that supports farmers to implement future ready practices without increasing compliance burden. Advocate for accreditation systems to distinguish and reward better practice. Support Councils to connect with industry bodies to encourage adoption of leading practice, innovation and technology and development of regional trials. This includes regionally coordinated initiatives to decarbonise farming practices and fleet, where regional consistency in shifting to electrified, hydrogen or biofuels ecosystems enables cost savings through shared infrastructure and economies of scale. Spotlight and replicate successful initiatives
3B: Diversify on-farm revenue streams and production	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Elevate learnings and address challenges in carbon farming by highlighting examples where carbon farming has been done in ways that benefit the region. Advocate for regulatory settings to encourage coordination and management that minimises the negative impacts of the industry, such as rural depopulation and fire and pest management. Provide information to Councils on new carbon and nature repair market opportunities.

		<p>incorporating lessons learned from carbon farming.</p> <ul style="list-style-type: none"> Support Councils to connect proponents with relevant industry programs, feasibility funding and pilot projects. Spotlight and replicate successful initiatives, pilots and examples of coexistence and diversification.
4. Diverse enterprise and tourism		
4A: Support new and established businesses and industries	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Coordinate regional business support, advocacy and information sharing to strengthen local enterprise and investment readiness. 	<ul style="list-style-type: none"> Share intelligence across councils on common small business constraints and emerging opportunities (for example housing, workforce, accommodation, freight, digital). Connect councils and local businesses to relevant State and Commonwealth programs, grants and advisory services. Promote regional strengths and priority projects to investors, agencies and delivery partners through joint advocacy and communications. Spotlight and replicate practical local initiatives that are working (for example chambers, business roundtables, shared services or procurement approaches).
4B: Explore areas of emerging opportunity	<ul style="list-style-type: none"> Keep Councils abreast of opportunities associated with the Brisbane 2032 Olympics, and support Councils to package products and services for offer. 	<ul style="list-style-type: none"> Consider data centre suitability for the region by exploring requirements and sharing information across Councils. Consider how the region engages with and supports First Nations communities.
5. Value from waste, recycling and circular economy		
5A: Explore collaborative opportunities to reduce waste management costs and add value	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Support councils, businesses and industries to collaborate across the region to achieve scale and viability, and maximise beneficial outcomes. 	<ul style="list-style-type: none"> Encourage waste minimisation and resource recovery through better design and planning. Develop a shared 'sustainable construction' webpage with practical guidance, links and FAQs, and reinforce through approvals and grants.

	<ul style="list-style-type: none"> Monitor conditions for changes in project viability eg. changes to Queensland Waste Levy Rebate, regulation, technology, development of new recycling and resource recovery facilities in eastern Queensland, re-establishment of a timber industry creating opportunities for waste-to-energy or achieving viable scale for organic waste management. 	<ul style="list-style-type: none"> Advocate and support funding for enabling infrastructure such as rail loading facilities and weighbridges. Advocate for regulatory settings that suit remote areas and small volumes, and allow councils to trial decentralised and low-volume circular economy solutions. Advocate for a consistent state-wide education campaign to reduce the burden on individual councils. Support collaboration with logistics providers to improve cost-effective waste transport and processing, including rail, hub-and-spoke models and back haulage. Share and replicate proven initiatives across the region.
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6. Infrastructure to meet future needs

6A: Improve access to reliable, affordable, decarbonised transport options	Continue to:	Next Steps:
	<ul style="list-style-type: none"> Coordinate regional advocacy and planning for transport and logistics improvements that support economic resilience. 	<ul style="list-style-type: none"> Investigate opportunities for the benefits of rail to reach western parts of the region. Support collaboration and dialogue between Councils and logistics providers on improved transport and logistics solutions to overcome barriers of transport distance and cost. Advocate for Queensland Energy Roadmap to expand funding for key EV charging points in remote councils that aren't currently included. Work with Councils to identify potential locations for EV charging and infrastructure development to enable decarbonised transport options. Monitor changes in regulation, markets and uptake of decarbonised transport options to ensure local councils are prepared to act in time to attract new opportunities. Prepare survey template for use by Councils with freight operators to identify key gaps

		<p>and priorities that can be aggregated for the region.</p> <ul style="list-style-type: none"> Explore and communicate alternative transport options that have greater resilience during times of flood and extreme weather eg. Flying Whales.
6B: Ensure digital connectivity enables future opportunities	<ul style="list-style-type: none"> Advocate for improved digital connectivity and share priorities, data and funding opportunities across councils. 	<ul style="list-style-type: none"> Support funding and advocacy for identified priorities for key enabling infrastructure, services and skills and collaborate on initiatives with Councils.
6C: Ensure water security enables future opportunities	<ul style="list-style-type: none"> Support regional coordination and advocacy on water security, planning and infrastructure investment. 	<ul style="list-style-type: none"> Support SWQROC Councils to engage with Murray Darling Basin and Great Artesian Basin planning processes.
6D: Improve local housing availability and quality	<ul style="list-style-type: none"> Spotlight, replicate and support funding advocacy for successful local housing initiatives. 	<ul style="list-style-type: none"> Pull together a simple regional housing snapshot using the existing Local Housing Action Plans and council data, summarising for each shire the main issues (availability, quality, type, key worker shortages). Explore the appetite to convene a SWQROC housing working group or Roundtable with representatives from each council plus major employers (health, education, council, ag, tourism, policing) to share what is already being tried and where the biggest gaps are. Coordinate shared advocacy to the Queensland Government on issues that cut across the region, such as access to the Residential Activation Fund, Local Housing Action Plan follow-up, and targeted housing for essential workers. Explore regional coordination on housing delivery, for example shared procurement of modular or prefabricated homes, joint attraction of trades and building firms, and coordinated engagement with Olympic legacy housing opportunities where relevant.
7. Liveability, services and workforce		
	Continue to:	Next Steps:

<p>7A: Enhance community wellbeing</p>	<ul style="list-style-type: none"> * Support councils to share approaches and collaborate on liveability, safety and wellbeing initiatives. 	<ul style="list-style-type: none"> * Develop a light regional set of wellbeing indicators, drawing on national and local frameworks, and support each council to select measures that fit their context * Coordinate regional action to improve liveability and access to services, particularly in communities with high First Nations populations. * Advocate for funding models that recognise the challenges of population stability or decline. * Bring councils and key organisations together to identify shared liveability and safety priorities, such as housing, youth spaces and access to services. * Share examples of trusted, culturally safe responses to issues like crime, domestic violence and drug use, and connect councils with effective programs. * Support councils to strengthen community engagement, including meaningful involvement of First Nations and migrant communities.
<p>7B: Strengthen local education and workforce opportunities</p>	<ul style="list-style-type: none"> * Advocate for better access to tertiary and vocational education across South West Queensland, including through the Country Universities Centre (CUC) network and Regional University Study Hubs. * Highlight regional workforce shortages in health, care, trades, agriculture, tourism and council roles in regional forums and submissions. 	<ul style="list-style-type: none"> * Spotlight, replicate and support initiatives where wraparound supports (e.g. housing, family support, community connection) have helped retain workers in the region. * Address workforce shortages by creating seasonal and return-to-region employment models and supporting targeted migration schemes. * Increase accessibility of essential maintenance work through shared trade pools, group procurement arrangements or targeted support for regional contractors. * Work with relevant Commonwealth and State programs (for example PALM/seasonal schemes, tourism workforce initiatives, regional jobs programs) to provide councils with simple guidance on when seasonal or targeted migration models might make sense, and what councils need

		to consider before supporting them.
<p>7C: Improve local access to healthcare</p>	<ul style="list-style-type: none"> * Advocate for equitable access to health services across South West Queensland and support councils to share practical solutions. 	<ul style="list-style-type: none"> * Spotlight, replicate and support funding advocacy for successful local healthcare initiatives. * Work with South West Hospital and Health Service and the PHN to compile a regional summary of key health access gaps by LGA (for example, renal, maternity, mental health, allied health). * Facilitate information sharing between councils about locally driven solutions like Cunnamulla's mobile renal service, visiting specialists, and culturally safe primary health care, so others can adapt what fits their context. * Coordinate regional advocacy for more flexible, place-based health funding and service models that recognise distance, small populations and high First Nations health needs in Paroo, Bulloo, Quilpie and similar areas. For example, Quilpie has upgraded dental facilities but no dentist, could advocate for a contractor dentist to spend a week per quarter funded through public private partnerships.

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ANNEX I: Engagement summary

Between August 2025 and March 2026, The Next Economy in partnership with SWQROC engaged with 77 people across 24 organisations through a mix of online and in-region discussions. This figure reflects unique participants only and excludes repeat engagement with the same individuals or organisations.

Period	Activity	Type of stakeholder
August – November 2025	Online meetings to define the scope of project, conduct background research and co-design in-region engagement	<ul style="list-style-type: none"> • EDAC working group • representatives SWQROC secretariat
November 2025	In-region trip to South West Queensland, to carry out workshops and interviews with councils and key stakeholders	<ul style="list-style-type: none"> • SWQROC meeting of Mayors and CEOs • Ballonne Shire Council • Maranoa Shire Council • Regional bodies • Education and workforce • Health and community services • Energy and resources • Agriculture and land management • Local business and services
November – February 2025	<p>Online interviews with key stakeholders</p> <p>Interviews with EDAC members and review to refine roadmaps</p>	<ul style="list-style-type: none"> • Agriculture and land management • Energy and resources • Education and workforce • Regional bodies • EDAC working group representatives • Government bodies
April 2025	Final review of the roadmaps and strategy with each council	<ul style="list-style-type: none"> • Mayors and/or CEOs of the six regional councils

12.3 RFQL 36 25-26 EROMANGA NATURAL HISTORY MUSEUM – STAGE 3 DESIGN & PROJECT MANAGE CONSTRUCTION

IX: 275150
Author: Kasey-Lee Davie, Procurement Officer
Authorisers: Sharon Frank, Director Corporate Services
Justin Hancock, Chief Executive Officer
Attachments: Nil

KEY OUTCOME

- Key Outcome:** 1. Great Place to Live
- Key Initiative:** 1.2 Spaces to bring people together for recreation, socialisation and enjoyment of the landscapes
- Key Outcome:** 2. Flourishing Economy
- Key Initiative:** 2.7 Provide a sought-after visitor experience and build experiential tourism
- Key Outcome:** 4. Strong Governance
- Key Initiative:** 4.3 Maintain good corporate governance

EXECUTIVE SUMMARY

This report recommends awarding RFQL 36 25-26 Eromanga Natural History Museum- Stage 3 Design & Project Manage Construction request to Architectus Australia Pty Ltd.

Council received 2 conforming submissions for the RFQL 36 25-26 large request process. The submissions were evaluated against published criteria - Price (25%), Work procedures and methodology (25%), Key Personnel, Subcontractors, Suppliers and Consultants (20%), Experience and Technical Capacity (20%) and Organisations Profile and capability statement, Local Economic Development (10%).

Architectus Australia Pty Ltd Achieved the highest weighted score of 91.1/100 and demonstrates value for money having regard to price, overall project understanding and capacity.

RECOMMENDATION

That Council:

1. Award RFQL 36 25-26 Eromanga Natural History Museum- Stage 3 Design & Project Manage Construction to Architectus Australia Pty Ltd for an amount of \$1,972,476.00 including GST (\$1,793,160.00 excluding GST); and

2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

BACKGROUND

The Project involves completion of Stage 3 of the Eromanga Natural History Museum (ENHM) development program, with Stages 1 and 2 already having been completed.

2020 saw the completion on stage 2A, which encompassed a reception area, museum, shop, office space, café, theatre gallery, and the 'Stardust to Supercontinents' geological timeline.

In 2022, stage 2B was completed, this included galleries with an interpretation corridor, glazed viewing into preparation labs, the holotype room, the fossil collection room, and the plant room.

The ENHM Stage 3 Project will deliver a museum and associated amenities as follows:

- Construction of six gallery spaces with supporting airlocks, amenities and plant rooms (approximately 1487 sqm) featuring
- Grand Dinosaur Gallery with space to showcase a life-sized version (30m x 6.5m) of *Australotitan cooperensis*, Australia's largest dinosaur found to date; and
- a children's gallery;
- approximately 297 sqm of entry pavilion extension and footpath; and
- Dig Pit and seating; and
- joining the visitor reception to the rear of the live viewing galleries, enabling the museum to operate efficiently from one main building.

REPORT

Council invited interest from suitably qualified consultants to deliver the Design (including 'For' Construction Design), Construction Documentation and the Project Management of the construction of the Eromanga Natural History Museum (ENHM) - Stage 3 Project (the Project).

The Procurement process allowed Council to seek quotes from suitably qualified contractors registered on Localbuy Pre-qualified Supplier List - Design & Consult Architectural Services LB335.

The Project is a continuation of the existing ENHM development and must integrate with the completed Stage 1 and Stage 2 facilities to deliver a cohesive, fully functioning museum. The successful consultant must demonstrate an approach to maintaining design continuity and integrity, operational integration and alignment with established museum standards, including continuity of visitor experience and interpretation.

Procurement method

In accordance with Part 3 Division 2 of the *Local Government Regulation 2012* (Qld) and Council's Procurement Policy, Council invited quotes from four suppliers via VendorPanel Localbuy list.

Description	Details
Advertising platform	VendorPanel Portal
RFQ / Tender open	Thursday 2 April 2026
RFQ / Tender close	12:00 PM Monday 27 April 2026
Suppliers invited	4 Suppliers- Localbuy Design & Consult Architectural Services LB335.
Conforming responses received	2

Suppliers	Response
Architectus Australia Pty Ltd	Response Received
Elia Architecture	No Response Received
GHD Pty Ltd	Response Received
WSP Australia Pty Ltd	No Response Received

Evaluation

The evaluation applied the following published criteria to all conforming submissions Price (25%), Work procedures and methodology (25%), Key Personnel, Subcontractors, Suppliers and Consultants (20%), Experience and Technical Capacity (20%) and Organisations Profile and capability statement, Local Economic Development (10%). The evaluation was conducted through VendorPanel Multiparty. The evaluation was conducted in accordance with the published criteria and weightings.

Supplier	Tendered Price:	Price 25%	Work procedures and methodology 25%	Key Personnel, Subcontractors, Suppliers and Consultants 20%	Experience and Technical Capacity) 20%	Organisations Profile and capability statement, Local Economic Development 10%	Overall score
Architectis Australia Pty Ltd	\$1,972,476.00 GST Inc.	22.1	25	18	18	8	91.1/100
	\$1,793,160.00 GST Exc.						
GHD Pty Ltd	\$1,745,260.00 GST Inc.	25	20	16	16	8	85/100
	\$1,586,600.00 GST Exc.						

The panel's assessment, as detailed in Table 5, scored Architectus Australia Pty Ltd highest overall (91.1).

Therefore, the panel considers Architectus Australia Pty Ltd submission is the most advantageous outcome overall.

Council may decide not to accept any of the responses it receives. If Council accepts a response, it must select the option that is most advantageous, noting that the lowest price and/or highest weighted score may not necessarily represent the most beneficial outcome.

This assessment aligns with the sound contracting principles in *section 104(3) of the Local Government Act 2009 (Qld)*, particularly:

- value for money
- open and effective competition
- the development of competitive local business and industry
- environmental protection

- ethical behaviour and fair dealing

Value for money

Council is satisfied that Architectus Australia Pty Ltd has met all required specifications and has demonstrated the capability and resources to deliver project successfully with regard to experience and project understanding. Council is satisfied that the recommended award to Architectus Australia Pty Ltd represents best value for money for the purposes of section 104 of the *Local Government Act 2009* (Qld) and section 228 of the *Local Government Regulation 2012* (Qld).

Probity

The procurement process for RFQL 36 25-26 was conducted as per Procurement Policy and processes, ensuring fair and transparent process followed.

OPTIONSOption 1- Recommended

That Council:

1. Award RFQL 36 25-26 Eromanga Natural History Museum- Stage 3 Design & Project Manage Construction to Architectus Australia Pty Ltd for an amount of \$1,972,476.00 including GST (\$1,793,160.00 excluding GST); and
2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

Option 2

That Council:

1. Award RFQL 36 25-26 Eromanga Natural History Museum- Stage 3 Design & Project Manage Construction to GHD Pty Ltd for an amount of \$1,745,260 including GST (\$1,586,600.00 excluding GST); and
2. Pursuant to section 257 of the *Local Government Act 2009* (Qld), delegate to the Chief Executive Officer the authority to negotiate, finalise and execute any and all matters associated with or in relation to this project and contract including without limitation any options and/or variations as per Council's procurement policy.

Option 3

That Council:

1. Resolve not to award RFQL 36 25-26 Eromanga Natural History Museum- Stage 3 Design & Project Manage Construction

If Council's decision is inconsistent with the recommendation, Council is required to provide reasons for the decision in accordance with Part 2, Division 1A of the Local Government Regulation 2012 (Qld). A statement of reasons must be recorded in the minutes.

CONSULTATION (Internal/External)

Chief Executive Officer

Director Infrastructure Services

Director Corporate Services

de Chastel and Associates

Outback Gondwana Foundation Limited

Procurement Officer

INTERESTED PARTIES

Architectus Australia Pty Ltd

GHD Pty Ltd

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

LEGISLATION / LEGAL IMPLICATIONS

Under section 254H of the *Local Government Regulation 2012* (Qld), if Council makes a decision inconsistent with the officer recommendation, and the contract value exceeds \$200,000 or 1% of Council's net rate and utility charges, the minutes must include a statement of reasons.

For the purposes of Section 254H (1)(a)(ii), 1% of Council's net rate and utility charges as stated in Council's audited Financial Statements in the 2024/25 adopted Annual Report is \$59,606.70 (net rates, levies, and charges - \$5,960,670 x 1%).

POLICY IMPLICATIONS

Local Government Act 2009 (Qld)

Local Government Regulations 2012 (Qld)

Procurement Policy

FINANCIAL AND RESOURCE IMPLICATIONS

The Project is funded through the Australian Government's Growing Regions Program, a co-contribution from Council and third-party contribution from Outback Gondwana Foundation Limited. The award price (\$1,972,476.00 including GST) for the Design and Project Manage Construction is within the budget for this part of the project.

ASSET MANAGEMENT IMPLICATIONS

The process of applying pe-qualified design and project managers to a project of this extent strengthens asset management by improving project certainty, reducing lifecycle risk, and protecting long-term asset value. Their proven capability leads to better design quality, stronger governance, and more predictable costs, which ultimately enhances the performance and marketability of high-end assets.

- **Reduced project risk** —better compliance, stronger oversight
- **Improved lifecycle performance** —maintainable systems, lower long-term costs
- **Higher asset value** — superior design quality and market appeal
- **Stronger governance** — complete documentation, reliable handover, better long-term management

RISK MANAGEMENT IMPLICATIONS

Council will manage risks associated with this project in accordance with the G.11 Enterprise Risk Management Policy and the G.11-A Risk Management Framework. Key risks have been identified, assessed, and documented, with existing controls applied to reduce the likelihood and impact of adverse outcomes. Risk management activities will continue throughout the procurement and delivery phases to ensure risks remain within Council's approved risk appetite.

Table 1 Risk register

Risk Name & Description <i>What could happen and why?</i>	Current Controls <i>Are there current controls for the risk</i>	Impacts <i>Impact if the risk eventuates</i>	Risk Assessment			Risk Treatment <i>Depending on risk rating - implement additional controls / mitigation strategy (to reduce risk rating)</i>
			Likelihood	Consequence	Risk Rating	
			<i>Risk calculator provided for measures</i>			
Insufficient Market Interest	Open RFQ via VendorPanel	Delayed procurement or re-tender	Possible	Moderate	High	Early market sounding; promote opportunity regionally; realistic timeframe
Non-Conforming Submissions	Structured Response Schedules	Reduced competition; evaluation delay	Possible	Minor	Medium	Mandatory compliance checklist; clarification window
Evaluation Bias / Conflict of Interest	COI declarations required	Probity breach; reputational damage	Possible	Major	High	Mandatory COI forms; documented scoring; panel training
Inadequate Evaluation Documentation	Procurement checklist	Audit finding; procurement challenge	Possible	Moderate	High	Formal evaluation minutes; scoring matrix; records saved in InfoXpert
Funding Not Confirmed Prior to Award	Capital allocation identified + Funding agreement confirmed	Contract cannot be executed	Possible	Major	High	Confirm funding prior to issuing Letter of Acceptance
Inaccurate Scope Leading to Variations	Scope Issue released	Increased variation claims	Possible	Major	High	Review of RFQ prior to release; clarification period

HUMAN RIGHTS CONSIDERATION

In accordance with section 4(b) of the *Human Rights Act 2019* (Qld), Council has considered the human rights protected under the Act in making this decision. These rights include, but are not limited to, the right to recognition and equality before the law, the right to life, freedom of movement, property rights, and cultural rights of Aboriginal and Torres Strait Islander peoples.

The assessment confirms that RFQL 36 25-26 Eromanga Natural History Museum- Stage 3 Design & Project Manage Construction to Architectus Australia Pty Ltd does not limit any protected human rights. The decision is reasonable, proportionate, and consistent with Council's lawful objectives, including the restoration of safe and reliable road access for residents, industry, and emergency services.

By ensuring open and competitive procurement, adherence to established governance frameworks, and effective risk management, Council's decision supports equitable treatment of suppliers and the broader community. This approach demonstrates compatibility with human rights obligations while delivering essential infrastructure in a safe, timely, and accountable manner.

12.4 LOCAL BUSINESS INNOVATION FUND (LBIF) GRANT GUIDELINES

IX: 275282

Author: Corey Richards, Deputy Director of Community and Business Development

Authorisers: Justin Hancock, Chief Executive Officer

Attachments:

- 1. Program Guidelines - Local Business Innovation Fund (LBIF)**
- 2. Frequently Asked Questions - Local Business Innovation Fund (LBIF)**
- 3. Grant Application Form - Local Business Innovation Fund (LBIF)**
- 4. Grant Acquittal Form - Local Business Innovation Fund (LBIF)**

KEY OUTCOME

Key Outcome: 2. Flourishing Economy

Key Initiative: 2.4 Enhance and support our agricultural industry, resource sector and all businesses

2.5 Facilitate and support innovation, ideas-building and new industry

EXECUTIVE SUMMARY

The Local Business Innovation Fund (LBIF) has been developed to support business growth, innovation and economic activity across the Quilpie Shire through a \$100,000 grant program over two years. This report presents the program guidelines, application form, FAQ and acquittal documentation for Council's consideration. The program targets key priorities, including accessibility improvements, technology adoption, shopfront upgrades, and grant-writing support.

Council endorsement is sought to enable the formal launch and implementation of the LBIF program.

RECOMMENDATION

That Council:

1. Adopt the Local Business Innovation Fund (LBIF) Grant Guidelines;
2. Adopt the associated Application Form, Acquittal and Reimbursement Form, and Frequently Asked Questions document; and
3. Delegate authority to the Chief Executive Officer to:
 - a) administer the program; and
 - b) make minor administrative amendments to the documents as required to support effective program delivery.

BACKGROUND

Quilpie Shire Council has developed the Local Business Innovation Fund (LBIF) as a targeted economic development initiative to support the growth, resilience and sustainability of local businesses across the Shire. The LBIF is a competitive, two-year grant program with a total funding

allocation of \$100,000, operating from 1 July 2026 through to 30 June 2028, or until funds are fully expended.

The program has been designed in response to the unique challenges faced by regional and remote businesses, including limited access to capital, evolving customer expectations, and the need to adopt contemporary digital technologies. Through this initiative, Council aims to act as a catalyst for business innovation by co-investing in projects that deliver tangible economic and community benefits.

The LBIF focuses on three key priority areas: improving business and customer accessibility, enhancing technology and digital capability, and supporting shopfront and premises upgrades. These priorities are intended to strengthen local service delivery, improve customer experience, and promote increased economic activity within the Quilpie Shire.

Funding is structured across three tiers, ranging from micro grants of up to \$5,000 through to larger impact grants of up to \$30,000, enabling support for projects of varying scale and complexity. A co-contribution model requires applicants to provide at least 50% of project costs, ensuring shared investment and commitment to project outcomes.

Eligible applicants include small and micro businesses, sole traders, partnerships, and commercial operations with a trading component operating within the Quilpie Shire. Projects must demonstrate clear alignment with program objectives, deliver measurable community and economic benefits, and be completed within agreed timeframes.

To support equitable access and build local capacity, Council will also provide, as a bonus, applicants with grant writing assistance (not exclusive to this grant program), including complimentary support sessions to improve the quality of submissions and strengthen long-term funding capability within the community.

The LBIF guidelines, application form and supporting Frequently Asked Questions document have been prepared to provide a clear, transparent and accountable framework for program delivery. These documents outline eligibility requirements, funding priorities, assessment criteria and reporting obligations, ensuring that funding decisions are made consistently and align with Council's strategic objectives for economic development and community sustainability.

REPORT

The Local Business Innovation Fund (LBIF) has been developed to support the growth, innovation and long-term sustainability of local businesses within the Quilpie Shire, while also contributing to broader economic development outcomes.

To operationalise the program, a suite of supporting documents has been prepared and is attached for Council's consideration. These include:

- The **Local Business Innovation Fund Program Guidelines**, which establish the overarching framework for delivery, including objectives, eligibility criteria, funding structure, assessment methodology and governance arrangements.
- The **Local Business Innovation Fund Grant Application Form**, which provides a structured and consistent process for applicants to submit project proposals and demonstrate alignment with program requirements.
- The **Local Business Innovation Fund Frequently Asked Questions (FAQ)** document, which supports accessibility by clarifying program requirements, funding conditions and applicant responsibilities.
- The **Local Business Innovation Fund Acquittal Form**, which outlines the reporting requirements for successful applicants and ensures appropriate accountability for the use of Council funding.

A key component of the program is its focus on targeted priority areas, designed to deliver practical outcomes for local businesses and the broader community. These priorities are:

- **Grant Writing and Business Support** – providing applicants with access to grant writing assistance, guidance and capacity-building support to improve the quality of applications and strengthen long-term funding capability within the Quilpie Shire Business community.
- **Business and Customer Accessibility** – supporting improvements that enhance access, safety and customer experience within local businesses.
- **Technology Development** – enabling businesses to adopt digital tools, online platforms and systems that improve efficiency, competitiveness and service delivery.
- **Shopfront and Premises Refurbishment** – supporting upgrades that improve the presentation and overall appeal of business premises.

These priority areas have been selected to address key challenges faced by regional businesses, while also encouraging innovation, improving service delivery and enhancing the overall amenity and economic activity of the Shire.

Collectively, the attached documents provide a clear, transparent and accountable framework for the delivery of the LBIF program. They ensure consistency in application and assessment processes, define eligibility and funding conditions, and establish appropriate reporting and acquittal requirements.

The adoption of these documents will enable Council to formally implement and administer the Local Business Innovation Fund in accordance with the proposed program timeframe.

It is therefore recommended that Council endorse the Local Business Innovation Fund Program Guidelines, Grant Application Form, Frequently Asked Questions document and Acquittal Form to facilitate the implementation and delivery of the program.

OPTIONS

Option 1 (Recommended)

That Council:

1. Adopt the Local Business Innovation Fund (LBIF) Grant Guidelines;
2. Adopt the associated Application Form, Acquittal and Reimbursement Form, and Frequently Asked Questions document; and
3. Delegate authority to the Chief Executive Officer to:
 - a) administer the program; and
 - b) make minor administrative amendments to the documents as required to support effective program delivery.

Option 2

That Council does not adopt the Local Business Innovation Fund (LBIF) Grant Guidelines and associated application forms.

CONSULTATION (Internal/External)

Quilpie Shire Combined Business Community

Chief Executive Officer

Director Community and Business Development

Director Corporate Services

Deputy Director Corporate Services

INTERESTED PARTIES

Quilpie Shire Council

Quilpie Shire Business Community

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

LEGISLATION / LEGAL IMPLICATIONS

Local Government Act 2009 (QLD)

Local Government Regulation 2012 (QLD)

POLICY IMPLICATIONS

C.01 Community Assistance Policy

Clause 3.2 – Principles:

“The process for awarding grants should be open and accountable... [and] grants should be provided in an equitable manner.

F.05 Procurement Policy

G.15 Community Engagement Policy

FINANCIAL AND RESOURCE IMPLICATIONS

The grants program is funded over two years through the 2026/27 and 2027/28 Financial Year budget allocation equating to \$100,000 (ex GST) or \$50,000 per financial year.

ASSET MANAGEMENT IMPLICATIONS

There are no asset implications as a result of this report.

RISK MANAGEMENT IMPLICATIONS

Risks are managed in accordance with the Council's Enterprise Risk Management Policy (G.11) and Framework (G.11-A).

Table 1 Risk register

Risk Name & Description <i>What could happen and why?</i>	Current Controls <i>Are there current controls for the risk</i>	Impacts <i>Impact if the risk eventuates</i>	Risk Assessment			Risk Treatment <i>Depending on risk rating - implement additional controls / mitigation strategy (to reduce risk rating)</i>
			Likelihood	Consequence	Risk Rating	
			<i>Risk calculator provided for measures</i>			
High demand exceeding available funding	Defined funding pool and assessment criteria established	Business Community dissatisfaction and perception of inequity	<i>Likely</i>	<i>3 Moderate</i>	<i>High</i>	<i>Apply transparent assessment criteria; clearly communicate competitive nature and funding limits.</i>
Ineligible or non-compliant applications submitted	Eligibility criteria clearly outlined in the guidelines and the application form	Increased administrative burden and delays in assessment	<i>Possible</i>	<i>2 Minor</i>	<i>Medium</i>	<i>Provide clear guidance through FAQ and support sessions to improve applicant understanding.</i>
Applicants unable to meet the co-contribution requirement	The co-contribution requirement is clearly defined.	Reduced accessibility for some businesses	<i>Possible</i>	<i>3 Moderate</i>	<i>Medium</i>	<i>Provide guidance on co-contribution options and offer grant writing/business support.</i>

Risk evaluation and conclusion

The primary risks identified relate to program uptake, equitable distribution of funding, project delivery, and compliance with funding requirements. Controls have been incorporated through the development of comprehensive program guidelines, application and acquittal processes, and grant-writing and business support. The residual risk associated with low uptake and uneven access to funding is assessed as medium, with mitigation measures including targeted promotion, clear communication, and applicant support. Risks relating to project delivery and acquittal compliance

are also assessed as medium and are mitigated through funding agreements, milestone monitoring, and mandatory reporting requirements.

Overall, the risk assessment demonstrates that the proposed implementation of the Local Business Innovation Fund can proceed with manageable risk. Adequate controls are in place to ensure the program is delivered transparently, equitably and in accordance with Council policy, with appropriate governance mechanisms supporting accountability and effective use of public funds.

HUMAN RIGHTS CONSIDERATION

Council has considered its obligations under the *Human Rights Act 2019 (Qld)*. In accordance with section 4(b), Council must act compatibly with human rights and give proper consideration to relevant rights when making decisions.

For this proposal, the rights potentially engaged include the right to take part in public life and the right to equality and non-discrimination. The program supports equitable access to funding opportunities for local businesses and community enterprises, including small operators and not-for-profit organisations operating within the Quilpie Shire. The inclusion of grant writing and business support further promotes accessibility by assisting applicants who may have limited experience in preparing funding applications. The program's transparent guidelines, clear eligibility criteria and structured assessment process support fair and consistent decision-making. Council considers that the Local Business Innovation Fund promotes positive economic and community outcomes without limiting any human rights. The proposal is reasonable, proportionate and compatible with the *Human Rights Act 2019*.



LOCAL BUSINESS INNOVATION FUND (LBIF) PROGRAM GUIDELINES

1. Program Overview

The Local Business Innovation Fund (LBIF) is a two-year competitive grant program established by Quilpie Shire Council to support local businesses in innovating, growing, and improving their long-term sustainability.

The Fund aims to strengthen the local economy by supporting projects that:

- Improve business and customer accessibility
- Enhance the use of technology and digital capability
- Stimulate local activity through shopfront and premises improvements

The total funding pool is \$100,000 over two financial years, supporting eligible businesses across the Quilpie Shire.

2. Grant Period

- **Grant Opens:** 1 July 2026
- **Grant Closes:** 30 June 2028
- Applications will be assessed on a rolling basis or in rounds, subject to available funding.

Quilpie Shire Council reserves the right to close the program early if funds are fully allocated.

3. Objectives of the Fund


The objectives of the Local Business Innovation Fund are to:

- Encourage innovation within local and community-based businesses
 - Improve customer experience and accessibility
 - Support businesses to adopt digital and online technologies
 - Enhance the visual amenity and functionality of local business premises
 - Promote economic resilience within the Quilpie Shire
-

4. Eligibility Criteria

4.1 Eligible Applicants

To be eligible, applicants must:

- Operate a **business or community enterprise** within the Quilpie Shire Council local government area
 - Hold an active **ABN**
 - Be financially viable or demonstrate a clear pathway to viability
 - Be compliant with all applicable Council regulations, licenses, and planning requirements
 - Applicants' project must include 50% contributing funding, with the LBIF contributing up to 50% of total eligible project costs.
-
- 



LOCAL BUSINESS INNOVATION FUND (LBIF) PROGRAM GUIDELINES

Eligible applicant types include:

- Small and micro businesses (1-9 employees)
- Sole traders and partnerships
- For-profit commercial businesses

4.2 Quilpie Shire Business Definition

A community business is defined as an enterprise that:

- Operates within the Quilpie Shire
 - Provides goods or services that meet a community need
 - Reinvests profits into service delivery, local employment, or community benefit
-

5. Ineligible Applicants

The following are not eligible:

- Government agencies or Council-owned entities
 - Incorporated non-profit organisations operating a trading or community business
 - Registered Australian Charities
 - Businesses located outside the Quilpie Shire
 - Retrospective projects already completed before funding approval
 - Projects primarily for personal benefit
-

6. Funding Priorities

Projects must demonstrate a clear benefit to customers and the broader community.

Applications must align with at least one of the following priority pillars:


6.1 Business and Customer Accessibility

Examples include:

- Physical accessibility improvements (ramps, handrails, compliant entryways)
- Customer flow and layout improvements

6.2 Technology Development

Examples include:

- Website creation or upgrade
 - Online booking systems or e-commerce platforms
 - Digital payment solutions
 - Customer relationship management (CRM) or inventory systems
-
- 



LOCAL BUSINESS INNOVATION FUND (LBIF) PROGRAM GUIDELINES

6.3 Shopfront and Premises Refurbishment

Examples include:

- External shopfront upgrades
- Painting, lighting, display improvements
- Signage improvements enhancing visibility and safety (wayfinding)
- Minor refurbishments that improve functionality or appearance

6.4 Grant Writing and Business Support

Council also provides grant writing support through Peak Services, with support for grants including:

- General guidance and advice on target funding eligibility (Up to 30 minutes)
- 1 Qty. review of funding submission with summary feedback (Up to 30-60 minutes)
- General guidance and advice on grant acquittal submission preparation (Up to 30 minutes) and/or
- 1 Qty. review of grant acquittal submission with summary feedback (Up to 30-60 minutes).

Grant writing and business support is available for applications at any time in the grant period, with the intention to build grant writing skills and capacity within the Quilpie Shire businesses. Grant writing support is available for applications with a value of \$30k or more. This service is intended for future grant support as a bonus for Shire businesses and not for the LBIF grant.

7. Funding Tiers

The total grant pool is **\$100,000 over two years**. Funding tiers are outlined below:

Tier	Grant Amount	Purpose
Tier 1 – Micro Grants	Up to \$5,000	Small-scale improvements, digital tools, minor upgrades
Tier 2 – Growth Grants	\$5,001 – \$15,000	Significant technology upgrades, accessibility works, and refurbishments
Tier 3 – Impact Grants	\$15,001 – \$30,000	High-impact projects delivering strong economic or community outcomes
Grant Writing and Business Support	Up to \$2,000	To provide grant support to Quilpie Shire Businesses with grant programs over \$30k in ROI.

Applicants may only receive one grant during the eligible period, unless otherwise approved by Council.

8. Co-Contribution

Applicants are required to make a 50% financial or in-kind contribution to their project. Council identifies the LBIF fund as a catalyst in getting community innovation projects underway. Stronger applications will demonstrate significant shared investment and commitment.



LOCAL BUSINESS INNOVATION FUND (LBIF) PROGRAM GUIDELINES

9. Assessment Criteria

Applications will be assessed competitively using a weighted scoring model totalling 100 points. Funding will be recommended to projects that best meet the objectives and priorities of the Local Business Innovation Fund.

Criterion	Weighting	Description
Alignment with Funding Priorities	30%	The extent to which the project aligns with one or more of the Fund's priority pillars (Accessibility, Technology Development, or Shopfront Refurbishment) and clearly addresses the intent of the program.
Community and Economic Benefit	25%	Demonstrated benefit to the local community and economy, including improved services, increased visitation, local employment opportunities, or broader community use.
Project Feasibility and Readiness	20%	Evidence that the project is well planned, achievable within the proposed timeframe, and supported by realistic costings and quotations. Ensure that the building and planning have been met.
Value for Money	15%	The degree to which the project represents good value, including appropriate project scale, reasonable costs, and demonstrated co-contribution by the applicant.
Applicant Capacity and Capability	10%	The applicant's ability to deliver the project successfully, including relevant experience, governance arrangements, and financial capacity.

Additional Considerations

During assessment, Council may also consider:

- Geographic spread of funded projects across the Shire
- Distribution of funding across grant tiers
- Past performance of applicants in delivering Council-funded projects
- Available funding remaining in the program

Council may seek additional information or clarification from applicants before making a funding decision.

10. Grant Conditions

Successful applicants will be required to:

- Enter into a funding agreement with Quilpie Shire Council
- Use funds solely for the approved project
- Complete the project within the approved timeframe
- Provide acquittal documentation, including receipts and project outcomes
- If successful will be asked to engage in a funded project profile to promote business in Quilpie Shire.



LOCAL BUSINESS INNOVATION FUND (LBIF) PROGRAM GUIDELINES

11. Important Dates

- LBIF Round 1 grant program will be open for applications from 1 July 2026 and closing on 28 August 2026.
 - Eligible works may be undertaken once the Financial Incentive Agreement (FIA) has been executed.
 - All acquittal documentation must be submitted by no later than 30 June 2028.
 - Failure to submit acquittal documentation by this date may result in ineligibility for grant approval and payment.
-

12. Program Governance

Quilpie Shire Council reserves the right to:

- Amend guidelines at any time
 - Allocate funding across priorities at its discretion
 - Decline applications
-

14. Enquiries

For further information, residents may contact:

Quilpie Shire Council

Corey Richards

Deputy Director Community & Business Development

Phone: (07) 4656 0509

Email: admin@quilpie.qld.gov.au

These guidelines are issued by Quilpie Shire Council and should be read in conjunction with any associated application forms, fact sheets, or public notices.



LOCAL BUSINESS INNOVATION FUND (LBIF) FREQUENTLY ASKED QUESTIONS

GENERAL PROGRAM INFORMATION

What is the Local Business Innovation Fund?

The Local Business Innovation Fund is a two-year grant program designed to support businesses within Quilpie Shire to innovate, improve accessibility, adopt technology, and enhance their premises.

When does the program open and close?

The program opens on 1 July 2026 and closes on 30 June 2028, or earlier if funding is fully allocated.

How much funding is available?

A total of \$100,000 is available over the two-year program.

ELIGIBILITY

Who can apply?

Eligible applicants include small businesses, sole traders, partnerships and commercial businesses operating within Quilpie Shire.

What is a Quilpie Shire Business?

A Quilpie Shire Business is an organisation that provides goods or services to meet a local need and is locally owned and operated within the boundaries of the Shire.

Can new businesses apply?

Yes, provided they can demonstrate a clear pathway to financial viability.

Can I apply if my business is outside Quilpie Shire?

No, only businesses operating within the Quilpie Shire local government area are eligible.

FUNDING DETAILS

How much can I apply for?

Funding is available across three tiers and Grant Writing Business Support:


- Tier 1: Up to \$5,000
- Tier 2: \$5,001 – \$15,000
- Tier 3: \$15,001 – \$30,000
- Grant Writing Business Support: up to \$2,000

Do I need to contribute to the project?

Yes. The grant will fund up to 50% of eligible project costs. Applicants must contribute the remaining costs either financially or in-kind.

What can the funding be used for?

Funding can be used for projects aligned with the program priorities, including accessibility improvements, technology upgrades, and shopfront refurbishments.





LOCAL BUSINESS INNOVATION FUND (LBIF) FREQUENTLY ASKED QUESTIONS

What are eligible project expenses?

Eligible project expenses include (but are not limited to):

- Website design, development, or upgrades
- E-commerce platforms and online booking systems
- Digital tools such as CRM systems, point-of-sale systems, or inventory systems
- External accessibility improvements (e.g. ramps, handrails, compliant access upgrades, entrance doors)
- Shopfront improvements including signage, lighting, and painting
- Professional services directly related to the project (e.g. web developers, designers, trades)
- Project costs associated with council/state development approvals and applications
- Projects must be undertaken on zoned commercial or industrial land.

All expenses must be directly related to the approved project and provide a clear benefit to the business and community.

What are ineligible project expenses?

Ineligible expenses include (but are not limited to):

- Retrospective expenses (costs incurred before funding approval)
- Ongoing operational costs (e.g. rent, utilities, wages)
- Purchase of stock or inventory for resale
- General maintenance not resulting in a clear improvement or upgrade
- Purchase of vehicles or large capital equipment not directly tied to project outcomes
- Projects primarily for personal use or benefit
- Activities that do not align with the program's funding priorities
- Fencing or partitioning

How are grant funds paid?

Approved applicants will enter into a Funding Agreement (FIA) with Council. Payments will be made as follows:

- Full reimbursement of approved costs will be paid upon completion of the project and submission of a satisfactory acquittal

Applicants must ensure they have sufficient cash flow to complete the project before receiving the final payment.

APPLICATION PROCESS

How do I apply?

Applications must be completed using the official application form and submitted to Quilpie Shire Council via email.

Can I get help with my application?

Yes. Council offers one complimentary 30-minute grant writing support session per applicant to assist with the grant and future grant opportunities.

When will I know the outcome?

Applicants will be notified after assessment, which is conducted on a rolling basis or at the end of each funding round.



LOCAL BUSINESS INNOVATION FUND (LBIF) FREQUENTLY ASKED QUESTIONS

ASSESSMENT

How are applications assessed?

Applications are assessed against a weighted set of criteria, including alignment with program priorities, community benefit, feasibility, value for money, and applicant capacity.

What makes a strong application?

Strong applications clearly demonstrate community benefit, realistic budgets, strong planning, and alignment with program priorities.

PROJECT DELIVERY

When can I start my project?

Projects must not commence until a funding agreement has been signed.

How long do I have to complete the project?

Projects must be completed within the timeframe outlined in the funding agreement.

Can I change my project after approval?

Any changes to the approved project must be discussed with and approved by Council as a variation to your project.

ACQUITTAL AND REPORTING

What is an acquittal?

An acquittal is a report submitted at the end of the project demonstrating how the funding was used and what outcomes were achieved.

What do I need to provide in an acquittal?

You will need to submit receipts, proof of payment, project outcomes, and supporting evidence such as photos.

Will this affect future funding applications?

Yes. Failure to submit an acquittal or comply with grant conditions may impact eligibility for future Council funding.

OTHER QUESTIONS

Can I apply more than once?

Applicants may receive one grant during the program period unless otherwise approved by Council.

Who can I contact for more information?

Please contact Quilpie Shire Council via email or phone for further information, assistance or discussion around planning approvals for projects.

Quilpie Shire Council

Corey Richards

Deputy Director Community & Business Development

Phone: (07) 4656 0509

Email: admin@quilpie.qld.gov.au

This FAQ is intended as a guide only. Applicants should refer to the full Program Guidelines for detailed information.



LOCAL BUSINESS INNOVATION FUND (LBIF) GRANT APPLICATION FORM

SECTION 1: APPLICANT DETAILS

Applicant Name (Business/Organisation): _____

Trading Name (if different): _____

ABN: _____

Business Structure: _____

Sole Trader

Partnership

Company

Business Address: _____

Postal Address: _____

Contact Person: _____

Position: _____

Phone Number: _____

Email Address: _____

SECTION 2: ELIGIBILITY CHECKLIST

Please confirm the following:

- Located and operating within Quilpie Shire
 - Holds a valid ABN
 - Compliant with Council regulations and approvals
 - Project has not yet commenced
 - Able to contribute at least 50% of total project costs
-

SECTION 3: PROJECT DETAILS

Project Title: _____

Funding Tier Applied For: _____

Tier 1 – Up to \$5,000

Tier 2 – \$5,001 – \$15,000

Tier 3 – \$15,001 – \$30,000

Grant Writing and Business Support (Can concurrently be applied for with all three tiers)

Total Project Cost (\$):

Amount Requested from Council (\$):

Applicant Contribution (\$):



**LOCAL BUSINESS INNOVATION FUND (LBIF)
GRANT APPLICATION FORM**

SECTION 4: PROJECT DESCRIPTION

1. Describe your project:

(What will you do? What will be delivered?)

2. Which funding priority does your project align with?

- Business and Customer Accessibility
- Technology Development
- Shopfront and Premises Refurbishment
- Grant Writing and Business Support

3. How will this project benefit your business and the wider community?

4. What problem or opportunity does this project address?

SECTION 5: PROJECT DELIVERY

Project Start Date: _____

Project End Date: _____

Key Milestones: _____

Milestone	Date	Outcome

Have you obtained quotes?

- Yes
- No

(If yes, attach supporting documentation)





**LOCAL BUSINESS INNOVATION FUND (LBIF)
GRANT APPLICATION FORM**

SECTION 6: BUDGET BREAKDOWN

Item	Cost (\$)	Funding Source
		Council / Applicant
		Council / Applicant
		Council / Applicant

Total Project Cost:

SECTION 7: APPLICANT CAPACITY

1. Describe your experience in delivering similar projects:

2. Describe your business capacity to deliver this project (staff, skills, resources):

3. Are there any risks associated with this project and how will they be managed?





LOCAL BUSINESS INNOVATION FUND (LBIF) GRANT APPLICATION FORM

SECTION 8: SUPPORT AND ASSISTANCE (OPTIONAL)

Have you accessed Council's free grant support session?

Yes

No

Would you like assistance with other grant opportunities?

Yes

No

SECTION 9: DECLARATION

I declare that:

- The information provided in this application is true and correct
- I am authorised to submit this application on behalf of the business/organisation
- I agree to comply with all grant conditions if successful

Name: _____

Position: _____

Signature: _____

Date: _____

SECTION 10: CHECKLIST

- Completed all sections of the application
 - Attached quotes or supporting documents
 - Provided budget details
 - Signed declaration
-

SUBMISSION DETAILS

Applications must be submitted to:

Quilpie Shire Council

Email: admin@quilpie.qld.gov.au

For enquiries or to book a grant support session, please contact the Council.



**LOCAL BUSINESS INNOVATION FUND (LBIF)
GRANT ACQUITTAL FORM**

SECTION 1: APPLICANT DETAILS

Business/Organisation Name: _____

Trading Name (if different): _____

ABN: _____

Project Title: _____

Funding Amount Approved (\$): _____

Contact Person: _____

Phone Number: _____

Email Address: _____

SECTION 2: PROJECT SUMMARY

1. Briefly describe the completed project: (What was delivered?)

2. Did the project achieve its intended outcomes?

Yes

Partially

No

Please provide details:

SECTION 3: PROJECT OUTCOMES

1. How has the project benefited your business?





**LOCAL BUSINESS INNOVATION FUND (LBIF)
GRANT ACQUITTAL FORM**

2. How has the project benefited the local community or customers?

3. Which funding priority did the project align with?

- Business and Customer Accessibility
- Technology Development
- Shopfront and Premises Refurbishment
- Grant Writing and Business Support

SECTION 4: PROJECT DELIVERY

Project Start Date:

Project Completion Date:

Were there any variations to the approved project?

- No
- Yes (please provide details below)

Variation Details (if applicable):

SECTION 5: FINANCIAL ACQUITTAL

Total Approved Grant Funding (\$):

Total Project Cost (\$):

Actual Applicant Contribution (\$):

Budget Summary

Item	Approved Budget (\$)	Actual Spend (\$)

SECTION 6: SUPPORTING DOCUMENTATION

Please attach the following:

- Copies of invoices and receipts
- Evidence of payment (e.g. bank statement)
- Before and after photos of project (where applicable)
- Any relevant approvals or certificates





LOCAL BUSINESS INNOVATION FUND (LBIF) GRANT ACQUITTAL FORM

SECTION 7: FEEDBACK (OPTIONAL)

1. How would you rate the application process?

- Excellent
 Good
 Fair
 Poor

2. What improvements could Council make to this program?

SECTION 8: DECLARATION

I declare that:

- The grant funds have been used for the approved purpose
- The information provided in this acquittal is true and correct
- All supporting documentation has been provided

Name: _____

Position: _____

Signature: _____

Date: _____

SUBMISSION DETAILS

Completed acquittal forms must be submitted to:

Quilpie Shire Council

Email: admin@quilpie.qld.gov.au

Failure to submit an acquittal may impact eligibility for future funding.

13 CORPORATE SERVICES

13.1 DELEGATION UPDATES - COUNCIL TO CEO

IX: 274084

Author: Sharon Frank, Director Corporate Services

Authorisers: Justin Hancock, Chief Executive Officer

- Attachments:**
1. **Aboriginal Cultural Heritage Act 2003 Council to CEO.pdf**
 2. **Acquisition of Land Act 1967 Council to CEO.pdf**
 3. **Animal Care and Protection Act 2001 Council to CEO.pdf**
 4. **Animal Management (Cats and Dogs) Act 2008 Council to CEO.pdf**
 5. **Biosecurity Act 2014 Council to CEO.pdf**
 6. **Biosecurity Regulation 2016 Council to CEO.pdf**
 7. **Building Regulation 2021 Council to CEO.pdf**
 8. **Disaster Management Act 2003 Council to CEO.pdf**
 9. **Electrical Safety Act 2002 Council to CEO.pdf**
 10. **Electrical Safety Regulation 2013 Council to CEO.pdf**
 11. **Environmental Protection Act 1994 Council to CEO.pdf**
 12. **Heavy Vehicle (Mass Dimension and Loading) National Regulation Council to CEO.pdf**
 13. **Industrial Relations Act 2016 Council to CEO.pdf**
 14. **Information Privacy Act 2009 Council to CEO.pdf**
 15. **Local Government Act 2009 Council to CEO.pdf**
 16. **Local Government Regulation 2012 Council to CEO.pdf**
 17. **Planning Act 2016 Council to CEO.pdf**
 18. **Planning and Environment Court Act 2016 Council to CEO.pdf**
 19. **Plumbing and Drainage Regulation 2019 Council to CEO.pdf**
 20. **Right to Information Act 2009 Council to CEO.pdf**
 21. **Residential Tenancies and Rooming Accommodation Act 2008 Council to CEO.pdf**
 22. **Tobacco and Other Smoking Products Act 1998 Council to CEO.pdf**
 23. **Transport Infrastructure Act 1994 Council to CEO.pdf**
 24. **Transport Operations (Road Use Management Vehicle Registration) Regulation 2021 - Council to CEO.pdf**
 25. **Water Act 2000 Council to CEO.pdf**
 26. **Water Regulation 2016 Council to CEO.pdf**
 27. **Work Health and Safety Act 2011 Council to CEO.pdf**
 28. **Workers' Compensation and Rehabilitation Act 2003 Council to CEO.pdf**
 29. **Working with Children (Risk Management and Screening) Act 2000 Council to CEO.pdf**

KEY OUTCOME

Key Outcome: 4. Strong Governance

Key Initiative: 4.3 Maintain good corporate governance

EXECUTIVE SUMMARY

The purpose of this report is to formally consider and adopt delegations from Council to the Chief Executive Officer. These are due to updates, changes or new delegable powers and duties across various State legislation applicable to local government.

RECOMMENDATION

That:

1. Pursuant to section 257 of the *Local Government Act 2009*, all powers referred to in the 'Delegations - Export of Provisions Waiting for Approval - Council to Chief Executive Officer' as shown in attachments 1 - 29, are delegated by Council to the Chief Executive Officer;
2. The Chief Executive Officer may sub-delegate powers to an appropriately qualified employee or contractor;
3. The Delegations Register be updated; and
4. Note that Council can modify the delegations, and at all times exercise any of the delegated powers or duties in its own right.

BACKGROUND

Council has many powers and duties which are governed by legislation, however, in the interest of efficiency, these decision-making powers and duties can be delegated by Council to the Chief Executive Officer (CEO).

The Chief Executive Officer may then further sub delegate certain powers to specified staff in the organisation, as considered appropriate.

Delegation and sub-delegation processes ensure that employees are provided with the legal authority to undertake various duties and exercise powers in accordance with legislation. They promote accountability and are considered a proactive risk management tool.

Section 260 of the Act requires Council to maintain a delegations register, and section 305 of the *Local Government Regulation 2012* ('the Regulation') details particulars to be contained in this register.

The aim of Council's Register of Delegations is to assist with improving the time taken to make decisions within the constraints allowed by the relevant State Government legislation.

Delegations are the way in which Council enables officers to make decisions and carry out duties on its behalf and provide streamlined decision-making processes for faster determination of issues.

The legislative framework to undertake delegations are as follows:

- Section 257 of the Act allows a Council to delegate a power, other than where an Act specifically states that the power must be exercised by Council resolution;
- Section 257(1)(b) of the Act provides for a power to be delegated to the Chief Executive Officer;
- Section 259 of the Act allows the Chief Executive Officer to on-delegate their powers to an appropriately qualified employee or contractor, other than where the local government specifically directs that the power not be further delegated, or it is a power to keep a register of interests.

REPORT

LGAQ provides a Delegations Register Service which details changes, updates and new delegable powers for State Government legislation. These are incorporated into the RelianSys Delegations Software that Council uses to manage the delegations and register.

The following legislation has been reviewed with new or changed delegations from Council to the Chief Executive Officer proposed and outlined in detail in the attachments to this report (1 – 29):

- *Aboriginal Cultural Heritage Act 2003* Council to CEO
- *Acquisition of Land Act 1967* Council to CEO
- *Animal Care and Protection Act 2001* Council to CEO
- *Animal Management (Cats and Dogs) Act 2008* Council to CEO
- *Biosecurity Act 2014* Council to CEO
- *Biosecurity Regulation 2016* Council to CEO
- *Building Regulation 2021* Council to CEO
- *Disaster Management Act 2003* Council to CEO
- *Electrical Safety Act 2002* Council to CEO
- *Electrical Safety Regulation 2013* Council to CEO
- *Environmental Protection Act 1994* Council to CEO
- *Fire Services Act 1990* Council to CEO
- *Heavy Vehicle (Mass Dimension and Loading) National Regulation* Council to CEO
- *Industrial Relations Act 2016* Council to CEO
- *Information Privacy Act 2009* Council to CEO
- *Local Government Act 2009* Council to CEO
- *Local Government Regulation 2012* Council to CEO
- *Planning Act 2016* Council to CEO
- *Planning and Environment Court Act 2016* Council to CEO
- *Plumbing and Drainage Regulation 2019* Council to CEO
- *Residential Tenancies and Rooming Accommodation Act 2008* Council to CEO
- *Right to Information Act 2009* Council to CEO
- *Tobacco and Other Smoking Product Act 1998* Council to CEO
- *Transport Infrastructure Act 1994* Council to CEO
- *Transport Operations (Road Use Management – Vehicle Registration) Regulation 2021* Council to CEO
- *Water Act 2000* Council to CEO
- *Water Regulation 2016* Council to CEO
- *Work Health and Safety Act 2011* Council to CEO
- *Workers' Compensation and Rehabilitation Act 2003* Council to CEO
- *Working with Children (Risk Management and Screening) Act 2000* Council to CEO

Approval is sought by Council to delegate powers to the Chief Executive Officer and include these new delegations in Council's 'Register of Delegations - Council to Chief Executive Officer' as shown in attachment 1 - 29.

OPTIONSOption 1 (Recommended)

That:

1. Pursuant to section 257 of the *Local Government Act 2009*, all powers referred to in the 'Delegations - Export of Provisions Waiting for Approval - Council to Chief Executive Officer' as shown in attachments 1 - 29, are delegated by Council to the Chief Executive Officer;
2. The Chief Executive Officer may sub-delegate powers to an appropriately qualified employee or contractor;
3. The Delegations Register be updated; and
4. Note that Council can modify the delegations, and at all times exercise any of the delegated powers or duties in its own right.

Option 2

That Council not delegate the powers as outlined in the report.

Option 3

That Council delegate some of the powers as outline in the report. (Council would need to articulate which schedules are being delegated or specific excluded powers)

CONSULTATION (Internal/External)

This matter was discussed at a Council briefing on Tuesday 5 May 2026.

Council subscribes to the LGAQ delegation register service. LGAQ has, with the assistance of King and Company Solicitors, developed a complete list of all delegations under State legislation which can be delegated to local government Chief Executive Officer's.

INTERESTED PARTIES

Department of Local Government, Water and Volunteers

Council employees

Chief Executive Officer

Councillors

Community

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive

LEGISLATION / LEGAL IMPLICATIONS***Local Government Act 2009******257 Delegation of local government powers***

(1) A local government may, by resolution, delegate a power under this Act or another Act to—

(a) the mayor; or

(b) the chief executive officer; or

(c) a standing committee, or joint standing committee, of the local government; or

(d) the chairperson of a standing committee, or joint standing committee, of the local government; or

(e) another local government, for the purposes of a joint government activity.

(2) However, a local government may only delegate a power to make a decision about an investigation or a councillor's conduct under [section 150AEA](#) or [150AG](#) to—

(a) the mayor; or

(b) a standing committee of the local government.

(3) Also, a local government must not delegate a power that an Act states must be exercised by resolution.

(4) A **joint standing committee**, of the local government, is a committee consisting of councillors of the local government and councillors of 1 or more other local governments.

(5) A delegation to the chief executive officer under subsection (1) must be reviewed annually by the local government.

...

259 Delegation of chief executive officer powers

(1) A chief executive officer may delegate the chief executive officer's powers to an appropriately qualified employee or contractor of the local government.

(2) However, the chief executive officer must not delegate the following powers—

(a) a power delegated by the local government, if the local government has directed the chief executive officer not to further delegate the power;

(b) a power to keep a register of interests.

260 Local government delegations register

(1) The chief executive officer must establish a register of delegations that contains the particulars prescribed under a regulation.

(2) The chief executive officer must record all delegations by the local government, mayor or the chief executive officer in the register of delegations.

(3) The public may inspect the register of delegations.

POLICY IMPLICATIONS

The administration of Council's responsibilities under the Act, carries with it inherent risk. Appropriate delegations form part of the risk management framework associated with these responsibilities. Further, this process is part of Council meeting its legislative delegation requirements under the Act.

Delegations are a major part in Council eliminating legal non-compliance issues impacting upon the legal validity and enforceability of Council decisions, or Council's ability to legally enforce or litigate breaches of the applicable acts or regulations.

FINANCIAL AND RESOURCE IMPLICATIONS

There are no financial implications to this process. Appropriate implementation of delegations to the Chief Executive Officer ensures the efficient use of Council resources.

ASSET MANAGEMENT IMPLICATIONS

Not applicable

RISK MANAGEMENT IMPLICATIONS

Council will manage risks in accordance with G.11 Enterprise risk management policy and G.11-A Risk Management Framework to achieve the following objectives:

1. Compliance - To ensure Council makes decisions and undertakes actions in compliance with the ERM Framework.
2. Right Quantity - To ensure risk management profiles identify and consider all known potential risks to Councils' business operations.

- 3. Right Quality - To ensure all identified risks are managed in accordance with Councils' risk appetite and tolerance.

Determining Likelihood

In determining the likelihood of each risk, the following ratings and definitions have been applied. In making your assessment you have to remember that some events happen once in a lifetime, other can happen almost every day. Judgement is required to determine the possibility and frequency that the specific risk is likely to occur.

Determining Consequence

In determining the consequence of each risk, the following ratings and definitions have been applied. There are five levels used to determine consequence and when considering how risks may impact on the organisation it is also important to think about the non-financial elements as well.

Determining the overall Risk Rating

After the consequence and likelihood ratings have been determined, they are combined in a matrix to determine the overall risk rating for each risk. The extent of the consequences and the extent of the likelihood risks will be assessed using a scale containing Low, Moderate, High and Extreme.

Evaluate Risks

Risks need to be evaluated and prioritised to ensure that management effort is directed towards resolution of the most significant organisational risks first. The initial step in this Risk Evaluation stage is to determine the effectiveness, and or existence of, controls in place to address the identified risks. This can lead to a decision to:

- do nothing
- consider risk treatment options;
- undertake further analysis to better understand the risk;
- maintain existing controls;
- reconsider objectives.

RISK CALCULATOR					
Likelihood	Consequence				
	Insignificant No injury, no-low \$ cost	Minor First aid treatment, low-medium \$ cost	Moderate Medical treatment, medium-high \$ cost	Major Serious injuries, major \$ cost	Catastrophic Death, huge \$ cost
Almost Certain <i>Expected to occur at most times</i>	H	H	E	E	E
Likely <i>Will probably occur at most times</i>	M	H	H	E	E
Possible <i>Might occur at some time</i>	L	M	H	E	E
Unlikely <i>Could occur at some time</i>	L	L	M	H	E
Rare <i>May occur in rare conditions</i>	L	L	M	H	E

Risk Name & Description	Current Controls	Impacts <i>Impact if the risk eventuates</i>	Risk Assessment			Risk Treatment <i>Depending on risk rating - additional</i>
			Likelihood	Consequence	Risk Rating	

What could happen and why?	Are there current controls for the risk		Refer to risk calculator provided below for measures			controls / mitigation strategy to be implemented (to reduce risk rating)
Example: Insufficient funding	None	Delays to purchasing	C Possible	4 Major	High	Ensure funding approvals obtained at start of project
Legislative compliance	Delegations register maintained	Noncompliance with legislative requirements for Local government	Possible	Minor	Medium	Maintain existing controls: Regular review and update as legislation changes Annual overall review
Legal validity and enforceability of Council decisions	Review delegable powers as changes or updates are advised LGAQ legislation update services / King & Co RelianSys Delegation management system	Validity of decisions	Possible	Moderate	High	Maintain existing controls: Regular review and update as legislation changes Annual overall review

HUMAN RIGHTS CONSIDERATION

In accordance with section 4(b) of the Human Rights Act 2019 (Qld), Council has considered the human rights protected under the Act in making this decision. These rights include, but are not limited to, the right to recognition and equality before the law, the right to life, freedom of movement, property rights, and cultural rights of Aboriginal and Torres Strait Islander peoples.

The delegation proposed discharges Council's obligations in performing the requirements of the Local Government in accordance with the various legislations.

By ensuring Council's legislative obligations are appropriately discharged, this demonstrated Council's obligation in meeting human rights obligations while delivering essential serviced in a safe, timely, and accountable manner.

13.2 FINANCIAL SERVICES REPORT MONTH ENDED 30 APRIL 2026

IX: 275284

Author: Mwewa Chisenga, Deputy Director of Corporate Services

**Authorisers: Sharon Frank, Director Corporate Services
Justin Hancock, Chief Executive Officer**

Attachments: 1. Monthly Finance Report - April 2026 V2.pdf

KEY OUTCOME

Key Outcome: 4. Strong Governance

Key Initiative: 4.3 Maintain good corporate governance

EXECUTIVE SUMMARY

The purpose of this report is to present the Monthly Finance Report for the period ending 30 April 2026, in accordance with section 204 of the *Local Government Regulation 2012* (Qld).

The report provides a summary of Council's financial performance against the adopted budget, including operating results, revenue and expenditure, capital activity, and cash and investment positions.

It is recommended that Council receive and note the Monthly Finance Report for the period ending 30 April 2026.

RECOMMENDATION

That Council receive and note the Monthly Finance Report for the period ending 30 April 2026.

BACKGROUND

Section 204 of the *Local Government Regulation 2012* (Qld) requires a financial report to be presented at a meeting of Council each month. The report must provide an update on Council's progress against the adopted budget for the financial year, covering a period as close as practicable to the end of the preceding month. This ensures that Councillors receive timely and accurate financial information to support informed oversight and decision-making.

The Monthly Finance Report is prepared to provide Council with accurate, timely, and transparent financial information to support informed oversight, decision-making, and accountability. It includes:

- Operating results, revenue, and expenditure;
- Capital revenue and expenditure;
- Cash, investment, and liquidity positions;
- Budget variances and explanations; and
- Progress against key financial ratios and performance indicators.

REPORT

Operating Result

The month of April 2026 constitutes 83% of the 2025/26 financial year.

The operating position as at 30 April 2026 is an operating surplus of \$889,948

Operating Revenue

Operating revenue recognised to the end of April 2026 is \$43.625 million, which is 62.3% of the amended budget:

- Net rates and utility charges is at \$9,031,365 following the 2nd half rates issued in February.
- Fees and charges income of \$135,672 is at 70%.
- Rental income is \$575,701 which is slightly under budget at 73%.
- Interest received includes bank interest and interest received from overdue rates and utility charges. Total interest received is at 108% of the budget:
 - Queensland Treasury Corporation investment interest received to April is \$640,284
 - Term deposit investments with NAB, AMP, Defence and Judo Banks have slightly higher interest rates returning \$1,173,966 (interest received and accrued) to date; and
 - General interest income to the end of March was \$10,492; and
 - Interest received from overdue rates and utility charges is slightly ahead of budget due to the overall amount outstanding.
- Other income totalling \$575,659 is slightly below budget estimates at 66% due to insurance claims yet to be received.
- Recoverable works revenue includes sales revenue, contract works for the Department of Transport and Main Roads and other private works. Revenue for contract works (RMPC and Contracts) may be impacted by the timing of claims. The revenue to April is at 73% of the Recoverable works budget.
- Operating grants and subsidies are at 52.1% of the budget. This is expected to increase in the last quarter of the year as more projects are completed.

Operating Expenses

Operating expenses of \$42.735 million have been expended to the end of April 2026 which is 62% of the budget:

- Corporate governance is slightly behind budget at 70%, with \$1,337,093 expended.
- Administration costs are behind budget estimates at 37%. This is because the expected credit loss expense will not be expensed (journalled) until 30 June 2026.
- Community service expenses are below the budget at 45%, an improvement from the previous months, following the deferral of a large portion of the project to 2026/27.
- Utilities costs are the expenses associated with providing water, sewerage and waste services. These costs to 30 April 2026 total \$1,408,168 which is 90% of the budget.
- Recoverable works and flood damage expenses are at 61% of budget estimates. Flood damage expense budgets are based on the total of all QRA approved submissions.
- Environmental health expenses include pest management, stock routes, reserves, animal control. Expenditure to April totalled \$520,336 is 60% of the budget.
- Net plant operations are at (\$608,402) which represents 42% of the budget.

- Tourism and economic development expenditure is at \$668,820 and slightly behind the budget at 60%.
- Infrastructure maintenance costs are slightly behind of the budget at 61%, totalling \$1,932,864 in expenditure.
- Finance costs are administration costs associated with the at call investment with Queensland Treasury Corporation which is below budget at 65%.
- Depreciation expense at the end of April is \$7,243,232. This is 83% of the budget.

Capital Revenue

Capital revenue includes both grants and subsidies where the funding has been confirmed and where funding is yet to be approved. Capital grant revenue is revenue recognised based on actual expenditure and the funding agreement terms.

Capital grant revenue recognised to April is \$1,301,202

Table 1 Capital revenue

Capital Grant	Actual YTD	Budget
SES Support Grant	-	39,316
LRCIP Programme Round 3	-	235,572
LRCIP Programme Round 4 Part A	-	633,692
LRCIP Programme Round 4 Part B	-	183,116
ENHM Stage 3 (External funding confirmed)	-	831,461
Energy Funding	-	45,966
RAUP Toompine Aerodrome	-	102,250
R2R Revenue	313,588	1,084,903
LGGSP - Quilpie Airport Upgrade Design	-	72,115
W4Q 24-27 (External funding and projects approved)	987,614	1,385,998
Residential Activation Fund	-	1,313,902
Contributions - Infrastructure	-	295,500
Battery Collection Project	-	80,000
TOTAL	\$1,301,202	\$6,303,791

Capital Expenditure

Payments for property plant and equipment to 30 April 2026 is \$7,030,509.

The amended capital budget for 2025/26 is \$19,572,946, with a few large projects initially included but not likely to commence this year deferred to 2026/27. These include the Quilpie Sewerage Treatment Plant Upgrade and Quilpie Aerodrome reconstruction.

Cash and Investments

As at 30 April 2026, Council's total cash and investments amounted to \$56,411,887 with the detailed breakdown provided in Table 2.

Table 2 Cash and investments

Description	Balance
National Australia Bank (NAB) Ltd - Cash/General Fund	\$3,476,250 *

Description	Balance
Queensland Treasury Corporation Call Cash Fund	\$17,298,747 *
National Australia Bank (NAB) Ltd EFRP – Corporate account	\$15,636,889
National Australia Bank (NAB) Ltd – Term Deposit (6 months at 4%)	\$5,000,000
National Australia Bank (NAB) Ltd – Term Deposit (6 months at 5.1%)	\$2,000,000
Defence Bank – Term Deposit (12 months at 4.25%)	\$3,000,000
Defence Bank – Term Deposit (9 months at 4.8%)	\$5,000,000
Judo Bank – Term Deposit (6 months at 4.65%)	\$3,000,000
Bank of Queensland – Term Deposit (7 months at 4.35%)	\$2,000,000
TOTAL	\$56,411,887

* including accrued interest

Council's restricted cash at the end of April was \$35,749,559 (unspent grant receipts).

Council's unrestricted cash at the end of April was \$20,662,328.

Unrestricted Cash Expense Cover Ratio

Type	Liquidity
	<i>Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash</i>
Calculation	<hr/> <i>Total Operating Expenditure less Depreciation and Amortisation less Finance Costs x 12</i>
Description	The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.
Target	Tier 7 – greater than 4 months
Actual Current Yr.	4.1 months

Council is above the target for a Tier 7 council being greater than 4 months.

Externally Restricted Cash

As at 30 April 2026, Council's total contract liabilities amounted to \$35,749,559, representing advance payments for grants and other funding received. In accordance with Accounting Standards, this revenue is not recognised until the associated works have been completed. A detailed breakdown of contract liabilities is provided in Table 3.

Table 3 Grant / Contract Liabilities on 30 April 2026

Grant / Contract	Contract Liability
Sundry Apprentice Incentive Funds	\$1,099
Community Energy upgrade	\$23,125
DRFA Mar 2025 Restoration Works	\$13,953,360
Battery Collection Project	\$45,164
DRFA Airport Upgrade	\$3,482,212
Residential Activation Fund	\$2,102,244

Grant / Contract	Contract Liability
Works for Queensland - 24-26	\$161,924
LRCIP Phase 3	\$57,241
Toompine Aerodrome Upgrade	\$58,561
LRCIP Phase 4A	\$98,698
Road to Recovery	\$204,032
EFRP Program Administration	\$760,474
EFRP Grant Delivery	\$14,801,425
Total	\$35,749,559

Grant/Contract Assets

As at 30 April 2026, Council's total contract assets amounted to \$2,684,673. These represent grant and contract funds yet to be received, where revenue is recognised based on actual expenditure incurred in accordance with the relevant funding agreements. A detailed breakdown of contract assets is provided in Table 4.

Table 4 Grant / Contract Assets on 30 April 2026

Grant / Contract	Contract Asset
DRFA Sept 2022 Restoration Works	\$15,463
DRFA 2023 Restoration Works	\$355,298
LRCIP Phase 4B	\$125,480
DRFA Nov 2024 Emergent Works	\$31
DRFA Mar 2025 Immediate Restoration Works	\$1,349,755
DRFA 24 Restoration	\$517,591
R2R Program	\$313,588
Total	\$2,684,673

OPTIONS

Option 1 (Recommended)

That Council:

1. Receive and note the Monthly Finance Report for the period ending 30 April 2026.

Option 2

That Council:

1. Does not accept the Monthly Finance Report for the period ending 30 April 2026.

CONSULTATION (Internal/External)

- Chief Executive Officer
- Executive Leadership Team
- Finance and Administration Team

LEGAL IMPLICATIONS

The Monthly Finance Report has been prepared and presented in compliance with section 204 of the *Local Government Regulation 2012* (Qld).

Specifically, the report:

- Has been prepared for the relevant reporting period and presented to Council within the required monthly timeframe;
- Reports on Council’s financial performance against the adopted budget for the financial year to date, using information current to a date as near as practicable to the end of the preceding month; and
- Presents financial information in a form that enables Council to assess operating results, revenue and expenditure trends, capital performance, liquidity, and financial position.

The content, structure, and timing of the report ensure Council meets its statutory obligation to monitor and oversee financial performance on an ongoing basis. Internal financial controls, reconciliation processes, and review by senior management support the accuracy and reliability of the information presented.

Accordingly, receipt and noting of this report satisfies Council’s legislative reporting obligations and does not give rise to any non-compliance, enforcement, or legal risk.

POLICY IMPLICATIONS

Not applicable

FINANCIAL AND REVENUE IMPLICATIONS

As outlined in this report and the attachments.

ASSET MANAGEMENT IMPLICATIONS

Not applicable

RISK MANAGEMENT IMPLICATIONS

The risks associated with the Monthly Finance Report have been assessed in accordance with Council’s Enterprise Risk Management Policy (G.11) and Risk Management Framework (G.11-A).

The preparation and presentation of the report utilise established financial systems, internal controls, reconciliations, and management review processes that are embedded in Council’s monthly financial reporting cycle. These controls mitigate risks relating to financial misstatement, incomplete reporting, non-compliance with statutory timeframes, and decision-making based on inaccurate or untimely information.

Table 5 Risk Register

Risk Name & Description <i>What could happen and why?</i>	Current Controls <i>Are there current controls for the risk</i>	Impacts <i>Impact if the risk eventuates</i>	Risk Assessment			Risk Treatment <i>Depending on risk rating - implement additional controls / mitigation strategy (to reduce risk rating)</i>
			Likelihood	Consequence	Risk Rating	
			<i>Risk calculator provided for measures</i>			
Financial report not monthly	Standard agenda item	Non-compliance with legislative requirements	Rare	Minor	Low	Ensure that more than 1 staff member can prepare monthly finance report
Financial report does not state progress in relation to budget	Template for monthly finance report includes required format	Non-compliance with legislative requirements Financial information presented to Council not in required format	Rare	Minor	Low	Not applicable

Following assessment, the residual risk associated with receiving and noting the report is assessed as **low**. On this basis, the risks associated with the report are considered acceptable and appropriately managed within Council's existing governance and financial management frameworks.

HUMAN RIGHTS CONSIDERATION

In preparing and presenting the Monthly Finance Report for the period ending 30 April 2026, Council has considered its obligations under section 4(b) of the *Human Rights Act 2019 (Qld)* to act and make decisions in a way that is compatible with human rights.

The decision before Council is administrative and financial in nature and relates solely to receiving and noting information on Council's financial performance against the adopted budget.

The human rights relating to equality before the law, participation in public life, privacy and reputation, and access to information are engaged through the transparent reporting of Council's financial position in an open Council meeting, consistent with statutory reporting requirements. These rights are supported by providing Councillors and the community with accurate, timely, and accessible financial information to enable informed oversight and accountability.

No human rights are limited by the preparation or consideration of this report. The reporting process supports good governance, transparency, and accountability, and is therefore compatible with all human rights protected under the *Human Rights Act 2019 (Qld)*.

Income Statement

For the month ending 30 April 2026

Year Elapsed 83%

	Actual April	Actual YTD	Amended Budget	%
REVENUE				
Operating Revenue				
Rates, Levies and Charges	370	9,031,365	8,971,932	101%
Fees and Charges	6,786	135,672	192,800	70%
Rental Income	61,544	575,701	784,500	73%
Interest Received	387,224	2,786,656	2,587,684	108%
Other Income	(4,729)	575,659	871,500	66%
Recoverable Works Revenue	51,260	3,388,774	4,621,047	73%
Grants and Subsidies	1,446,065	27,131,988	52,030,581	52.1%
Total Operating Revenue	1,948,519	43,625,814	70,060,044	62.3%
EXPENSES				
Operating Expenses				
Corporate Governance	125,979	1,337,093	1,914,722	70%
Administration Costs	191,450	1,709,840	4,582,019	37%
Community Service Expenses	282,129	3,869,123	8,532,290	45%
Utilities Costs	87,794	1,408,168	1,563,129	90%
Recoverable Works / Flood Damage	1,623,088	24,636,669	40,302,025	61%
Environmental Health Expenses	85,352	520,336	865,198	60%
Net Plant Operations	(40,006)	(608,402)	(1,465,588)	42%
Tourism and Economic Development	52,699	668,820	1,122,000	60%
Infrastructure Maintenance	132,471	1,932,864	3,172,868	61%
Finance Costs	1,598	18,122	28,000	65%
Depreciation and Amortisation	720,270	7,243,232	8,698,159	83%
Total Operating Expenses	3,262,822	42,735,866	69,314,822	62%
NET OPERATING SURPLUS / (DEFICIT)	(1,314,303)	889,948	745,222	119%
Capital Revenue				
Grants and Subsidies	987,614	1,301,202	6,303,791	21%
Gain / (Loss) on Disposal of PPE	-	413,909	-	
Total Capital Revenue	987,614	1,715,110	6,303,791	27%
NET RESULT	(326,690)	2,605,058	7,049,013	37%

Statement of Financial Position

For the month ending 30 April 2026

	Actual April	Amended Budget	%
Current Assets			
Cash and Equivalents	56,411,887	22,700,603	249%
Trade Receivables	3,842,986	453,656	847%
Rate Receivables	4,011,135	746,584	537%
Inventories	1,178,410	884,979	133%
Total Current Assets	65,444,418	24,785,822	264%
Non-Current Assets			
Trade and Other Receivables	34,286	30,130	114%
Property, Plant and Equipment	305,114,655	284,019,929	107%
Capital Works in Progress	12,744,237	36,544,124	35%
Total Non-Current Assets	317,893,178	320,594,183	99%
TOTAL ASSETS	383,337,596	345,380,005	111%
Current Liabilities			
Trade and Other Payables	36,382,440	344,491	10561%
Employee Leave Provisions	1,325,430	1,075,280	123%
Total Current Liabilities	37,707,870	1,419,771	2656%
Non-Current Liabilities			
Employee Leave Provisions	75,469	272,848	28%
Total Non-Current Liabilities	75,469	272,848	28%
TOTAL LIABILITIES	37,783,339	1,692,619	2232%
NET COMMUNITY ASSETS	345,554,257	343,687,386	101%
Community Equity			
Shire Capital Account	88,402,906	94,706,697	93%
Asset Revaluation Reserve	230,766,104	222,041,771	104%
Current Year Surplus	1,874,024	7,049,013	27%
Accumulated Surplus (B/Fwd)	24,511,224	19,889,905	123%
TOTAL COMMUNITY EQUITY	345,554,257	343,687,386	101%

Cash Flow Statement

For the month ending 30 April 2026

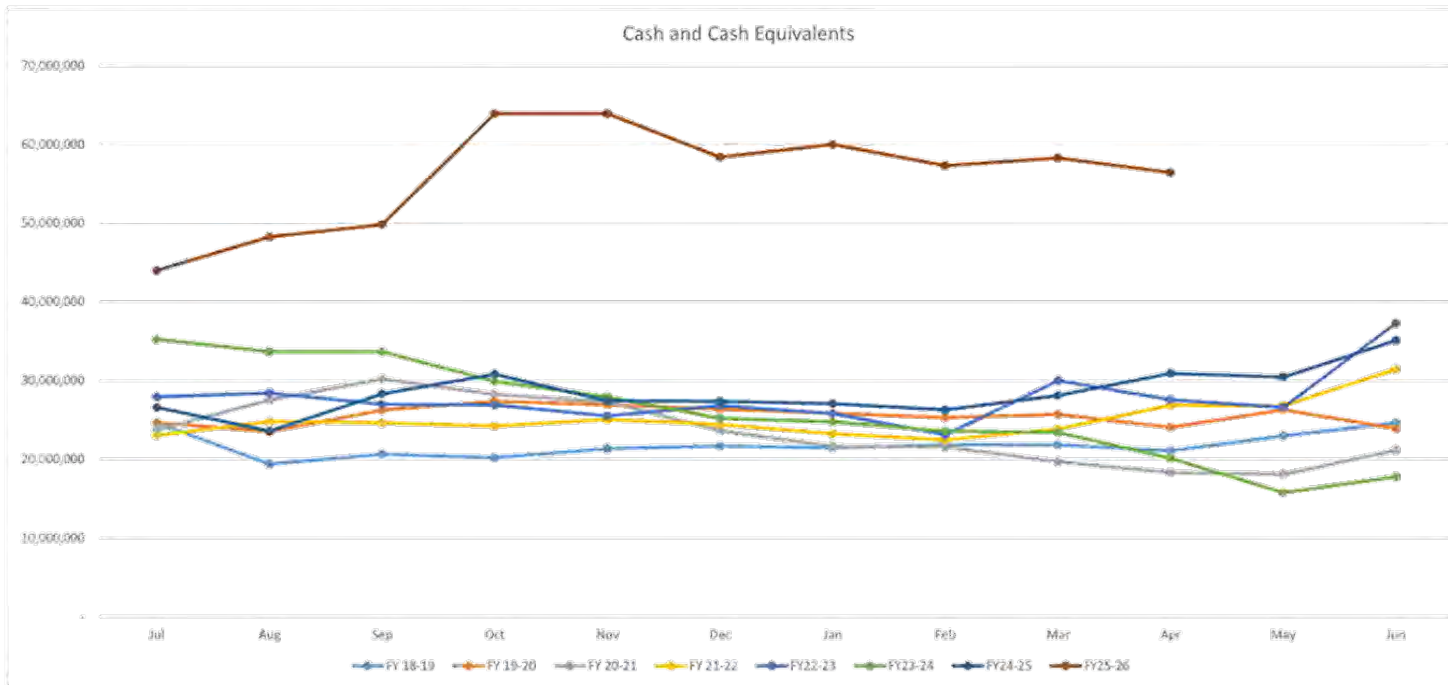
Year Elapsed 83%

	Actual April	Amended Budget	%
Cash Flows from Operating Activities			
Receipts from customers	35,617,225	19,771,874	180%
Payment to suppliers and employees	(37,681,714)	(76,631,992)	49%
	(2,064,490)	(56,860,118)	4%
Interest received	2,283,027	2,587,684	88%
Rental income	575,701	784,500	73%
Operating grants and subsidies	25,722,339	52,030,581	49%
Net Cash Inflow (Outflow) from Operating Activities	26,516,576	(1,457,353)	-1820%
Cash Flows from Investing Activities			
Payments for property, plant and equipment	(7,030,509)	(19,072,946)	37%
Payments for Intangible Assets	4,756	0	
Net movement on loans and advances	-	3,750	0%
Proceeds from sale of assets	510,800	1,814,300	28%
Capital grants and subsidies	1,301,202	6,303,791	21%
Net Cash Inflow (Outflow) from Investing Activities	(5,213,751)	(10,951,105)	48%
Cash Flows from Financing Activities			
Repayments of loans	-	-	0%
Net Cash Inflow (Outflow) from Financing Activities	-	-	0%
Net Increase (Decrease) in Cash Held	21,302,826	(12,408,458)	
Cash at beginning of reporting period	35,109,061	35,109,061	
Cash at End of Reporting Period	56,411,887	22,700,603	

Financial Data

For the month ending 30 April 2026
Cash and Equivalents

Cash and Equivalents held at the end of each month for a period of 6+ years



Month	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 18-19	24,645,339	19,416,468	20,658,115	20,218,396	21,367,850	21,712,663	21,496,078	21,904,409	21,840,431	21,121,655	23,013,177	24,645,339
FY 19-20	24,671,551	23,535,958	26,256,800	27,367,857	26,953,500	26,393,586	25,865,667	25,326,981	25,726,670	24,102,136	26,312,322	23,927,800
FY 20-21	23,726,766	27,543,742	30,208,159	28,241,316	27,312,776	23,654,673	21,675,829	21,585,261	19,715,656	18,319,491	18,093,239	21,191,653
FY 21-22	23,086,462	24,832,275	24,642,707	24,261,564	25,072,828	24,452,004	23,258,895	22,491,538	23,871,859	26,878,307	26,817,458	31,457,677
FY 22-23	27,939,994	28,445,824	26,999,467	26,892,016	25,530,823	26,841,302	25,836,843	23,147,162	30,022,835	27,590,275	26,616,525	37,291,120
FY 23-24	35,261,406	33,667,778	33,667,880	29,928,198	27,974,197	25,216,741	24,783,957	23,619,505	23,440,639	20,157,423	15,793,453	17,776,932
FY 24-25	26,585,358	23,589,316	28,332,175	30,832,212	27,442,532	27,367,285	27,083,502	26,317,857	28,133,022	30,936,088	30,470,103	35,109,061
FY 25-26	43,998,462	48,274,162	49,839,312	63,909,037	63,896,597	58,380,341	60,008,997	57,324,199	58,289,043	56,411,887		

Revenue and Expenditure Report

For the month ending 30 April 2026
Year Elapsed 83%

Resp. Off	Actual			EXPENSE			COMMENTS
	ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
1000-0001	CORPORATE GOVERNANCE						
1000-0002	EXECUTIVE SERVICES						
1000-2000-0000	Executive Services Salaries and Oncostrs			CEO	531,073	520,057	102%
1000-2020-0000	Executive Services Expenses			CEO	45,329	239,000	19%
1000-2025-0000	Subscriptions			CEO	120,707	129,780	93%
1000-0002	EXECUTIVE SERVICES	-	0%		697,109	888,837	78%
1100-0002	COUNCILLORS EXPENSES						
1100-2000-0000	Councillor Wages			CEO	264,078	316,893	83%
1100-2001-0000	Councillor Remuneration - Meetings			CEO	51,238	61,486	83%
1100-2020-0000	Councillors Allowances & Expenditure			CEO	18,807	4,500	418%
1100-2025-0000	Councillor Superannuation			CEO	37,838	45,406	83%
1100-2026-0000	Councillor Advocacy			CEO	11,479	30,000	38%
1100-2027-0000	Councillor Community Engagement			CEO	-	5,000	0%
1100-2030-0000	Councillor Professional Dev Training			CEO	-	5,000	0%
1100-2040-0000	Councillors Conferences & Deputation			CEO	24,322	25,000	97%
1100-2050-0000	Election Expenses			CEO	-	-	0%
1100-2060-0000	Meeting Expenses			CEO	8,371	12,500	67%
1100-0002	COUNCILLORS EXPENSES	-	0%		416,133	505,885	82%
1200-0002	GOVERNANCE EXPENSES						
1200-2200-0000	Governance Operating Expenses			MGC	192,431	378,500	51%
1200-0002	GOVERNANCE EXPENSES	-	0%		192,431	378,500	51%
1300-0003	MEDIA & COMMUNICATIONS						
1300-2200-0000	Media & Comms Operating Expenses				15,199	95,000	16%
1300-0003	MEDIA & COMMUNICATIONS	-	0%		15,199	95,000	16%
1000-0001	CORPORATE GOVERNANCE		0%		1,325,871	1,868,222	71%
2100-0002	ADMINISTRATION & FINANCE						
2100-2220-0000	Shire Office Operating Expenses			MFA	76,605	202,000	38%
2100-2020-0000	Consultants			MFA	11,209	-	0%
2100-2230-0000	Insurance			MFA	89,886	89,250	101%
2100-2280-0000	Postage			MFA	4,223	5,000	84%
2100-2290-0000	Printing & Stationery			MFA	20,194	30,000	67%
2100-2330-0000	Shire Office Repairs & Maintenance			MFA	18,977	25,349	75%
2100-2600-0000	Depn General Admn			MFA	93,077	112,673	83%
2100-0002	ADMINISTRATION & FINANCE	-	0%		314,171	464,272	68%
2105-0002-0000	FINANCIAL SERVICES						
2105-2120-0000	Audit Fees			MFA	105,863	113,000	93%
2105-2130-0000	Bank Charges			MFA	5,228	7,000	75%
2105-2135-0000	Dishonoured Cheques			MFA	-	-	0%
2105-2185-0000	Fringe Benefits Tax			MFA	9,676	13,000	74%
2105-2220-0000	Financial Services Operating Expenses			MFA	441,389	584,000	76%
2105-2260-0000	Bad Debts Expense			MFA	-	2,397,116	0%
2105-2500-0000	Valuation of Assets			MFA	-	40,000	0%
2105-2510-0000	Asset Management Expenses			MFA	1,663	10,000	17%
2105-2991-0000	Odd Cents Rounding Expense			MFA	-	-	0%
2105-0002-0000	FINANCIAL SERVICES	-	0%		563,819	3,164,116	18%
2110-0002	STORES						
2110-1550-0000	Auction Sales			MFA	-	-	0%

Annual subscriptions

valuation of water and sewer assets underway

Revenue and Expenditure Report

For the month ending 30 April 2026
Year Elapsed 83%

Resp. Off	Actual			EXPENSE			COMMENTS
	ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
2110-2220-0000	Stores and Procurement Operating Expenses						
2110-2225-0000	Stores Write-Offs			183,031	271,000	68%	
2110-2250-0000	Auction Expenses			(48)	-	-	
2110-2815-0000	Stores Oncosts Recoveries			-	-	-	
2110-0002	STORES		0%	(105,712)	(122,000)	87%	
				77,270	149,000	52%	
2120-0002	INFORMATION TECHNOLOGY						
2120-2220-0000	IT Operating Expenses			370,722	491,000	75%	
2120-0002	INFORMATION TECHNOLOGY		0%	370,722	491,000	76%	
2130-0002	RECORDS MANAGEMENT						
2130-2220-0000	Records Management Operating Expenses			86,642	121,364	71%	
2130-0002	RECORDS MANAGEMENT		0%	86,642	121,364	71%	
2140-0002	CUSTOMER SERVICE						
2140-2220-0000	Customer Service Operating Expenses			75,159	87,000	87%	
2140-0002	CUSTOMER SERVICE		0%	75,159	87,000	87%	
2200-0002	RATES & CHARGES						
2210-0003	General Rates - Residential Categories						
2210-1000-0000	Rates - Residential	197,475	195,248	101%			
2210-1095-0000	Interest on Rates	5,924	3,000	197%			
2210-1080-0000	Discount - Residential	(62)	-	0%			
2210-1085-0000	Pensioner Rebates	(8,156)	(6,000)	136%			
2210-1090-0000	Writeoffs and Refunds	(1,371)	(51,000)	3%			
2210-1095-0000	Charge on Land	3,115	-	0%			
2210-0003	General Rates - Residential Categories	196,923	141,248	139%	-	0%	
2220-0003	General Rates - Commercial						
2220-1000-0000	Rates - Commercial	74,348	74,490	100%			
2220-1080-0000	Discount - Commercial	-	-	0%			
2220-1090-0000	Write Off & Refund - Commercial	(12)	(500)	3%			
2220-1105-0000	Interest on Rates - Commercial	435	500	87%			
2220-0003	General Rates - Commercial	74,771	74,490	100%			
2230-0003	General Rates - Rural Categories						
2230-1000-0000	Rates - Rural Categories	1,938,873	1,945,615	100%			
2230-1095-0000	Interest on Rates - Rural	28,995	13,000	223%			
2230-1080-0000	Discount - Rural Categories	3	-	0%			
2230-0003	General Rates - Rural Categories	1,965,870	1,958,615	100%	-	0%	
2236-0003	General Rates - Oil and Gas Activity						
2236-1000-0000	Rates - Oil and Gas Activities	5,626,723	5,626,320	100%			
2236-1001-0000	Adjustment - Rates Oil & Gas Activit	-	-	0%			
2236-1005-0000	Interest on Rates - Oil and Gas	909,273	540,000	168%			
2236-1080-0000	Discount - Oil and Gas Activities	-	-	0%			
2236-1090-0000	Write-offs and Refunds - Oil and Gas	(14)	(3,000)	0%			
2236-0003	General Rates - Oil and Gas Activity	6,535,982	6,163,320	106%	-	0%	
2240-0003	Rates & Charges Administration						
2240-2000-0000	Rates & Charges Operating Expense			84,240	146,000	58%	
2240-0003	Rates & Charges Administration		0%	84,240	146,000	58%	
2200-0002	RATES & CHARGES	8,773,546	8,337,673	105%	84,240	146,000	58%
2295-0002	GRANTS						

Revenue and Expenditure Report

For the month ending 30 April 2026
Year Elapsed 83%

	Resp. Off	Actual			EXPENSE			COMMENTS
		ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
2295-1100-0000	FA Grant - General Component	MFA	2,765,866	7,455,038	37%			Majority is expected in June 2026
2295-1130-0000	FA Grant - Identified Road Component	MFA	772,478	2,070,678	37%			Majority is expected in June 2026
2296-1100-0000	Grant - Roads to Recovery	DES	-	-	0%			
2296-1120-0000	Grant - Scheme Supply Fund	CEO	30,000	100,000				
2296-1110-0000	Grant - Housing Support Program	CEO	-	-	0%			
2297-1000-0000	SWQ Water and Sewerage Alliance Revenue	DES	-	-	0%			
2297-2000-0000	SWQ Water and Sewerage Alliance Costs	DES	-	-	0%			
2298-1200-0000	Capital Grant - SES Donation	MFA	-	39,316	0%			
2298-1204-0000	Capital Grant - SES Support Grant	MFA	-	-	0%			
2298-1205-0000	Cap Grant - LRCIP Programme Round 3	MFA	-	235,572	0%			
2298-1206-0000	Capital Grant - LRCIP Programme Round 4 Part A	MFA	-	633,692	0%			
2298-1207-0000	Capital Grant - LRCIP Programme Round 4 Part B	MFA	-	183,116	0%			
2298-1208-0000	Capital Grant - ENHM Stage 3	MFA	-	831,461	0%			
2298-1209-0000	Capital Grant - Energy Funding	MFA	-	45,966	0%			
2298-1210-0000	Capital Grant - RAUP Toompine	MFA	-	102,250	0%			
2298-1220-0000	Capital Grant - LGGSP - Townhouses	MFA	-	-	0%			
2298-1270-0000	Cap Grant - R2R Revenue	MFA	313,588	1,084,903	29%			
2298-1275-0000	Capital Grant - BOR Quilpie STP Design	MFA	-	-	0%			
2298-1280-0000	Cap Grant - LGGSP - Quilpie Airport Upgrade Design	MFA	-	72,115	0%			
2298-1288-0000	Cap Grant - W4Q 24-27	MFA	987,614	1,385,998	71%			
2298-1289-0000	Capital Grant - LGGSP - Quilpie Sewerage Treatment Plant (Subject to funding)	MFA	-	-	0%			
2298-1292-0000	Capital Grant - Res Activation Fund	MFA	-	1,313,902	0%			
2298-1293-0000	Capital Grant - Quilpie Airport Upgra	MFA	-	-	0%			
2298-1294-0000	Capital Grant - Disaster Ready Fund	MFA	-	-	0%			
2298-1296-0000	Capital Grant - Country Roads Connec	MFA	-	-	0%			
2298-1298-0000	Capital Grant - Battery Collection Project	DIS	-	80,000				
2295-0002	GRANTS		4,869,546	15,634,005	31%			
2300-0002	OTHER REVENUE							
2300-1500-0000	Administration Fees (GST Applies)	MFA	1,680	5,000	34%			
2300-1510-0000	Admin Fees (GST Exempt)	MFA	3,595	5,000	72%			
2300-1601-0000	Fire Levy Commission	MFA	1,945	4,000	49%			
2300-1800-0000	Bank Interest Received	MFA	10,492	15,000	70%			
2300-1810-0000	Investment Interest	MFA	1,814,249	2,005,909	91%			
2300-1990-0000	Miscellaneous Income	MFA	5,198	3,081	168%			
2300-1995-0000	Misc Income GST Free	MFA	-	2,000	0%			
2300-2130-0000	Investment Admin Fees	MFA	-	-	0%	18,122	28,000	65%
2310-1300-0000	Quilpie Club Rent	MFA	-	500	0%			
2310-2300-0000	Quilpie Club Expenses	MFA	-	-	0%	294	500	59%
2300-0002	OTHER REVENUE		1,837,158	2,040,490	90%	18,416	28,500	65%
2400-0002	EMPLOYEE ONCOSTS							
2400-2010-0000	Expense Annual Leave	MFA	-	-	0%	593,578	640,000	93%
2400-2011-0000	Expense Long Service Leave	MFA	-	-	0%	92,032	143,000	65%
2400-2012-0000	Expense Sick Leave	MFA	-	-	0%	131,392	220,000	60%
2400-2013-0000	Expense Public Holiday	MFA	-	-	0%	176,504	210,000	84%
2400-2015-0000	Expense Bereavement Leave	MFA	-	-	0%	8,190	10,000	82%
2400-2016-0000	Expense Domestic Violence Leave	MFA	-	-	0%	-	2,000	0%
2400-2020-0000	Expense Maternity Leave	MFA	-	-	0%	4,434	7,000	63%
2400-2025-0000	Expense - Phone Allowance	MFA	-	-	0%	8,587	15,000	57%
2400-2065-0000	Expense Super Contributions	MFA	-	-	0%	550,150	680,000	81%
2400-2230-0000	Expense Workers Compensation	MFA	-	-	0%	84,068	100,000	84%
2400-2315-0000	Expense Employee Relocation	MFA	-	-	0%	-	10,000	0%
2400-2410-0000	Expense WH&S	MFA	-	-	0%	201,469	293,500	69%
2400-2821-0000	Recovery Annual Leave	MFA	-	-	0%	(483,888)	(640,000)	76%
2400-2822-0000	Recovery Sick Leave	MFA	-	-	0%	(125,490)	(220,000)	57%

Annual Cover

Revenue and Expenditure Report

For the month ending 30 April 2026
Year Elapsed 83%

Resp. Off	Actual	EXPENSE			COMMENTS		
		ACTUAL YTD	AMENDED BUDGET 25/26	%			
2400-2823-0000	Recovery LSL	MFA	(107,557)	(143,000)	75%		
2400-2824-0000	Recovery Public Holidays	MFA	(164,770)	(210,000)	78%		
2400-2825-0000	Recovery Superannuation	MFA	(514,769)	(680,000)	76%		
2400-2826-0000	Recovery Workers Comp	MFA	(75,577)	(100,000)	75%		
2400-2827-0000	Recovery Training	MFA	(179,237)	(238,000)	75%		
2400-2828-0000	Recovery WH&S	MFA	(225,829)	(300,000)	75%		
2400-2829-0000	Recovery Contractors	MFA	(248,052)	(240,000)	103%	Due to higher level of contractor work	
2400-2830-0000	Recovery Office Equipment	MFA	(57,058)	(80,000)	71%		
2400-2831-0000	Recovery Administration	MFA	(100,048)	(100,000)	100%		
2400-0002	EMPLOYEE ONCOSTS		(431,860)	(620,500)	70%		
2000-0001	ADMINISTRATION AND FINANCE		15,180,756	26,017,168	60%		
3000-0001	INFRASTRUCTURE						
3000-0002	ENGINEERING ADMIN & SUPERVISION						
3000-1100-0000	Apprentice Incentive Payments	DIS	15,000	-	0%		
3000-1101-0000	Grant - R2R	DIS	-	-	0%		
3000-1500-0000	Contributions - Infrastructure	DIS	-	295,500			
3000-2029-0000	Engineering O/C Recover Supervision	DIS	-	(203,145)	88%		
3000-2030-0000	Engineering O/C Recover Plant	DIS	-	(16,822)	94%		
3000-2040-0000	Engineering O/C Recover FP & LT	DIS	-	(47,278)	90%		
3000-2050-0000	Engineering O/C Recover Wet Weather	DIS	-	(29,823)	95%		
3000-2060-0000	Wet Weather Wages Expense	DIS	-	30,000	0%		
3000-2080-0000	Floating Plant / Loose Tools	DIS	24,250	-	0%		
3000-2220-0000	Engineering Management Expenses	DIS	95,029	199,000	48%		
3000-2420-0000	Quality Assurance Expenses	DIS	62,202	67,000	93%		
3000-2985-0000	Engineering Consultants	DIS	23,652	10,000	117%	Some costs to be Journalised	
3000-2990-0000	Works Supervision	DIS	863,993	991,482	87%		
3000-0002	ENGINEERING ADMIN & SUPERVISION		15,000	295,500	5%		
3100-0002	WATER						
3100-0003	WATER - QUILPIE						
3100-1000-0000	Quilpie Water Charges	MFA	341,728	332,280	100%		
3100-1005-0000	Quilpie Water Charges Interest	MFA	4,529	2,575	176%		
3100-1020-0000	Quilpie Other Water Revenue	MFA	-	-	0%		
3100-1080-0000	Quilpie Water Discount	MFA	5	-	0%		
3100-1085-0000	Quilpie Water Pensioner Rebate	MFA	(5,432)	(4,750)	114%		
3100-1090-0000	Quilpie Water Writeoff and Refund	MFA	(10)	(500)	2%		
3100-1500-0000	Quilpie Water Connections	DIS	-	525	0%		
3100-2200-0000	Drinking Water Quality Plan	DIS	-	3,243	0%		
3100-2230-0000	Quilpie Water Operations	DIS	-	264,004	73%		
3100-2600-0000	Depn Quilpie Water	DIS	-	93,174	112,789	83%	
3100-0003	WATER - QUILPIE		340,818	330,130	103%		
3110-0003	WATER - EROMANGA						
3110-1000-0000	Eromanga Water Charges	MFA	35,189	35,920	98%		
3110-1005-0000	Eromanga Water Charges Interest	MFA	173	500	35%		
3110-1020-0000	Eromanga Other Water Revenue	MFA	-	-	0%		
3110-1080-0000	Eromanga Water Discount	MFA	-	-	0%		
3110-1085-0000	Eromanga Water Pensioner Rebate	MFA	(625)	(1,250)	50%		
3110-1090-0000	Eromanga Water Writeoff and Refund	MFA	(6)	-	0%		
3110-2220-0000	Eromanga Water Operations-Wages	DIS	-	55,442	82,461	63%	
3110-2230-0000	Eromanga Water Operations-Expenses	DIS	-	231,355	289,165	80%	
3110-2600-0000	Depn Eromanga Water	DIS	-	191,155	270,280	71%	

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Resp. Off		Actual			EXPENSE			COMMENTS
		ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
3110-0003	WATER - EROMANGA	34,731	35,170	99%	477,952	641,906	74%	
3120-0003	WATER - ADAVALE							
3120-1000-0000	Adavale Water Charges	MFA 24,322	24,688	97%				
3120-1005-0000	Adavale Water Charges Interest	MFA 757	500	141%				
3120-1080-0000	Adavale Water Discount	MFA (41)	-	0%				
3120-1085-0000	Adavale Water Pensioner Remissions	MFA (1,401)	(1,300)	108%				
3120-1090-0000	Adavale Water Chgs Writeoff & Refund	MFA (9)	-	0%				
3120-2220-0000	Adavale Water Operations	DIS			34,097	70,000	49%	
3120-2800-0000	Depn Adavale Water	DIS			15,988	18,795	85%	
3120-0003	WATER - ADAVALE	23,627	23,888	99%	50,084	88,795	56%	
3130-0003	WATER - CHEEPIE							
3130-2220-0000	Cheepie Water Operations	DIS			1,141	1,000	114%	Labour hire costs to cover staff vacancies
3130-2600-0000	Depn Cheepie Water	DIS			220	258	85%	
3130-0003	WATER - CHEEPIE	-	-	0%	1,361	1,258	108%	
3140-0003	WATER - TOOMPINE							
3140-1000-0000	Toompine Water Charges	MFA	-					
3140-1005-0000	Toompine Water Charges Interest	MFA	-					
3140-1080-0000	Toompine Water Discount	MFA	-					
3140-2220-0000	Toompine Water Operations-Wages	DIS			1,157	5,000	23%	
3140-2230-0000	Toompine Water Operations	DIS			10,455	15,000	70%	
3140-2600-0000	Water Depreciation-Toompine	DIS			17,083	19,982	86%	
3140-0003	WATER - TOOMPINE	-	-	0%	28,675	39,982	72%	
3100-0002	WATER	399,176	389,188	103%	918,493	1,257,133	73%	
3200-0002	SEWERAGE							
3200-0003	SEWERAGE QUILPIE							
3200-1000-0000	Quilpie Sewerage Charges	MFA 254,727	253,110	101%				
3200-1005-0000	Quilpie Sewerage Interest	MFA 4,282	2,000	214%				
3200-1080-0000	Quilpie Sewerage Discount	MFA 4	-	0%				
3200-1085-0000	Quilpie Sewerage Pensioner Remission	MFA (1,228)	(700)	175%				
3200-1090-0000	Quilpie Sewerage Writeoff & Refunds	MFA (10)	(100)	10%				
3200-1500-0000	Quilpie Sewerage Waste Charge	MFA -	-	0%				
3200-1510-0000	Quilpie Sewerage Connection	DIS 158	1,000	16%				
3200-2230-0000	Quilpie Sewerage Operations	DIS			186,347	260,000	72%	
3200-2600-0000	Depn Quilpie Sewerage	DIS			151,673	183,584	83%	
3200-0003	SEWERAGE QUILPIE	257,934	255,310	101%	338,019	443,584	76%	
3210-0003	SEWERAGE EROMANGA							
3210-1000-0000	Eromanga Sewerage Charges	MFA 24,385	24,385	100%				
3210-1005-0000	Eromanga Sewerage Charges Interest	MFA 330	500	66%				
3210-1080-0000	Eromanga Sewerage Discount	MFA -	-	0%				
3210-1085-0000	Eromanga Sewerage Pensioner Remissions	MFA (77)	(100)	77%				
3210-1090-0000	Eromanga Sewerage Writeoff & Refunds	MFA (8)	-	0%				
3210-2230-0000	Eromanga Sewerage Operations	DIS			42,827	44,205	97%	
3210-2600-0000	Depn Eromanga Sewer	DIS			31,408	38,020	83%	
3210-0003	SEWERAGE EROMANGA	24,630	24,785	99%	74,235	82,225	90%	
3212-0003	SEWERAGE ADAVALE							
3212-2600-0000	Depn Adavale Septic System	DIS			61	73	84%	
3212-0003	SEWERAGE ADAVALE	-	-	0%	61	73	83%	
3214-0003	SEWERAGE TOOMPINE							
3214-2600-0000	Depn Toompine Hill Septic System	DIS			170	204	84%	

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		ACTUAL YTD	AMENDED BUDGET 25/26		%			
3214-0003	SEWERAGE TOOMPINE	-	-	0%	170	204	83%	
3200-0002	SEWERAGE	282,564	280,095	101%	412,484	526,086	78%	
3300-0002	INFRASTRUCTURE MAINTENANCE							
3300-0003	SHIRE ROADS MAINTENANCE							
3300-2220-0000	Shire Roads & Drainage - Wages	DIS			72,146	297,675	24%	
3300-2230-0000	Shire Roads & Drainage Expenses	DIS			363,886	551,250	66%	
3300-2600-0000	Depn Roads & Streets	DIS			3,462,428	4,168,953	83%	
3300-0003	SHIRE ROADS MAINTENANCE	DIS	-	0%	3,898,459	5,037,678	77%	
3305-0003	SHIRE ROADS - FLOOD DAMAGE 2021							
3305-1140-0000	Qld Resilience & Risk Reduction Fund	DIS	-	0%				
3305-1250-0000	FD 2021 Restoration Works	DIS	-	0%				
3305-2300-0000	FD 2021 Restoration	DIS						
3305-0003	SHIRE ROADS - FLOOD DAMAGE 2021	DIS	-	0%	-	-	0%	
3306-0003	SHIRE ROADS - FLOOD DAMAGE 2022							
3306-1150-0000	FD 2022 Emergent Works	DIS	-	0%				
3306-1250-0000	FD 2022 Restoration Works	DIS	-	0%				
3306-2200-0000	FD 2022 Emergent Works	DIS						
3306-2300-0000	FD 2022 Restoration Works	DIS						
3306-0003	SHIRE ROADS - FLOOD DAMAGE 2022	DIS	-	0%	-	-	0%	
3307-0003	SHIRE ROADS - FLOOD DAMAGE SEPT 2022							
3307-1150-0000	FD SEPT 2022 Emergent Works	DIS	-	0%				
3307-1160-0000	FD Sept 2022 IRW	DIS	-	0%				
3307-1170-0000	FD Sept 2022 Restoration Works	DIS	-	0%				
3307-2200-0000	FD SEPT 2022 Emergent Works	DIS						
3307-2300-0000	FD SEPT 2022 Restoration Works	DIS						
3307-2400-0000	FD Sept 2022 Restoration Works	DIS						
3307-0003	SHIRE ROADS - FLOOD DAMAGE SEPT 2022	DIS	-	0%	-	-	0%	
3308-0003	SHIRE ROADS - FLOOD DAMAGE 2024							
3308-1150-0000	FD 2024 Emergent Works	DIS	-	0%				
3308-1170-0000	FD 2024 Restoration Works	DIS	2,932,794	2,932,794	100%			
3308-2200-0000	FD 2024 Emergent Works	DIS						
3308-2400-0000	FD 2024 Restoration Works	DIS			2,932,794	2,932,794	100%	
3308-0003	SHIRE ROADS - FLOOD DAMAGE 2024	DIS	2,932,794	2,932,794	100%	2,932,794	2,932,794	100%
3309-0003	SHIRE ROADS - FLOOD DAMAGE 2023							
3309-1170-0000	FD 2023 Restoration Works	DIS	1,520,833	1,520,833	100%			
3309-2400-0000	FD 2023 Restoration Works	DIS			1,520,833	1,520,833	200%	
3309-0003	SHIRE ROADS - FLOOD DAMAGE 2023	DIS	1,520,833	1,520,833	100%	1,520,833	1,520,833	200%
3301-0003	SHIRE ROADS - FLOOD DAMAGE NOV 2024							
3301-1150-0000	FD Nov 2024 Restoration Works	DIS	-	0%				
3301-2200-0000	FD Nov 2024 Restoration Works	DIS						
3301-0003	SHIRE ROADS - FLOOD DAMAGE NOV 2024	DIS	-	0%	-	-	0%	
3302-0003	SHIRE ROADS - FLOOD DAMAGE MAR 2025							
3302-1150-0000	FD Mar 2025 - Emergent Works	DIS	271,615	271,615	100%			
3302-1160-0000	FD MAR 2025 - Restoration Works	DIS	15,449,529	30,000,000	51%			
3302-1170-0000	FD MAR 2025 - Immediate Restoration Works	DIS	1,349,755	1,349,755	100%			
3302-2200-0000	FD MAR 2025 - Emergent Works	DIS			271,615	271,615	100%	
3302-2220-0000	FD MAR 2025 - Restore Sewerage Serv	DIS						

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	ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
3302-2230-0000	FD MAR 2025 - Restore Water Services						
3302-2240-0000	FD MAR 2025 - Restoration Works						
3302-2250-0000	FD MAR 2025 - Immediate Restoration Works						
		17,070,899	31,621,370	251%	17,070,899	31,621,370	100%
3310-0003	TOWN STREET & DRAINAGE MAINTENANCE						
3310-2220-0000	Town Street & Drainage Maintenance			458,574	700,000	65%	
3310-2230-0000	Street Lighting			20,254	37,500	54%	
3310-2240-0000	Street Cleaning Operations			633	5,000	13%	
3310-0003	TOWN STREET & DRAINAGE MAINTENANCE			479,461	742,500	65%	
3330-0003	DEPOTS & CAMPS						
3330-1610-0000	Camp Accommodation Rent		10,000			0%	
3330-2220-0000	Camps Operations			31,730	54,075	59%	
3330-2330-0000	Depots Operations			195,312	227,850	86%	
3330-2600-0000	Depn Depot & Camp			231,466	280,196	83%	
3330-0003	DEPOTS & CAMPS		10,000	458,508	562,121	82%	
3340-0003	WORKSHOP						
3340-2220-0000	Workshop Operations			14,045	10,500	133%	
3340-2230-0000	Workshop Maintenance & Repairs			189,057	283,500	67%	
3340-0003	WORKSHOP			203,102	294,000	69%	
3350-0003	PLANT & MACHINERY						
3350-1500-0000	Insurance Claims	534,623	795,000				
3350-1510-0000	Gain/Loss on Sale/Disposal of Plant	(10,399)				0%	
3350-1570-0000	Diesel Rebate - ATO	132,017	200,000			66%	
3350-2145-0000	Small Plant Repairs			12,730	16,677	77%	
3350-2225-0000	Small Plant Purchases			16,673	20,000	83%	
3350-2229-0000	Plant Operations			661,578	770,650	86%	
3350-2330-0000	Plant Repairs & Maintenance			849,199	884,000	96%	Parts, including tire grader & loader
3350-2331-0000	Plant Registration and Insurance			188,819	179,085	105%	Annual Motor Vehicle Insurance
3350-2585-0000	Plant Recoveries			(2,540,504)	(3,600,000)	71%	
3350-2600-0000	Depn Plant			918,843	1,018,242	90%	
3350-0003	PLANT & MACHINERY	656,241	995,000	107,339	(711,346)	-15%	
3355-0003	BATCHING PLANT OPERATIONS						
3355-2200-0000	Batching Plant Operations				300,000	0%	
3355-2585-0000	Batching Plant Recoveries				(330,000)	0%	
3355-2600-0000	Depn - Batching Plant				16,000	0%	
3355-0003	BATCHING PLANT OPERATIONS				(14,000)		
3360-0003	AERODROME						
3360-1200-0000	Quilpie Aerodrome Fees		20,000				
3360-2325-0000	Quilpie Aerodrome Operations			39,869	40,000	100%	
3360-2330-0000	Quilpie Aerodrome Repairs & Maint			70,928	84,000	84%	
3360-2340-0000	Eromanga Aerodrome Repairs & Maint			12,160	15,000	81%	Aerodrom Manual Validation, survey,
3360-2350-0000	Adavale Aerodrome Repairs & Maint			8,925	6,536	137%	Aerodrom Manual Validation
3360-2360-0000	Toompine Aerodrome Repairs & Maint			415	2,100	20%	
3360-2370-0000	Cheepie Aerodrome Repairs & Maint				2,100	0%	
3360-2600-0000	Depn - Quilpie Aerodrome			216,263	261,120	83%	
3361-2600-0000	Depn - Adavale Aerodrome			29,323	35,496	83%	
3362-2800-0000	Depn - Toompine Aerodrome			13,496	16,337	83%	
3363-2800-0000	Depn - Cheepie Aerodrome				64	0%	
3365-2800-0000	Depn - Eromanga Aerodrome			115,543	139,766	83%	

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	ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%		
3360-0003	AERODROME	-	20,000	0%	506,922	602,519	84%	
3366-0003	QUILPIE REFUELLING FACILITY							
3366-1310-0000	Quilpie Refuelling Revenue	DDIS	249,276	350,000	-14%	238,263	330,000	
3366-2310-0000	Quilpie Refuelling Operation and R&M	DDIS			17,322	19,516		
3366-2600-0000	Depn - Quilpie Refuelling Facility	DDIS						
3365-0003	QUILPIE REFUELLING FACILITY		249,276	350,000	71%	255,586	349,516	0%
3370-0003	BULLOO PARK							
3370-1500-0000	Bulloo Park Fees	DCCS	1,513	2,000	-25%			
3370-2220-0000	Bulloo Park Operations	DCCS			110,199	122,000	-10%	Rates, Insurance and Electrical Repairs
3370-2800-0000	Depn Bulloo Park	DCCS			101,071	70,006	544%	
3370-0003	BULLOO PARK		1,513	2,000	-25%	211,270	192,006	110%
3371-0003	BULLOO RIVER WALKWAY							
3371-2220-0000	Bulloo River Walkway Operations	MED			(0)	2,000		
3371-0003	BULLOO RIVER WALKWAY		-	-	0%	(0)	2,000	0%
3374-0003	TOOMPINE PLAY AREA							
3374-2220-0000	Toompine Play Area Operations				424	2,000	21%	
3374-0003	TOOMPINE PLAY AREA				424	2,000	0	
3375-0003	JOHN WAUGH PARK							
3375-1500-0000	John Waugh Park Fees	DCCS		0%				
3375-2220-0000	John Waugh Park Operations	DCCS			117,409	190,000		
3375-2600-0000	Depn John Waugh Park	DCCS			38,150	46,181		
3375-0003	JOHN WAUGH PARK		-	-	0%	155,559	236,181	66%
3376-0003	BICENTENNIAL PARK							
3376-2220-0000	Bicentennial Park Operations	DCCS			15,866	26,000	-41%	
3376-2600-0000	Depn Bicentennial Park	DCCS			46,265	56,006		
3376-0003	BICENTENNIAL PARK		-	-	0%	62,132	82,006	76%
3377-0003	BALDY TOP RECREATION AREA							
3377-2220-0000	Baldy Top Operations	DCCS			2,925	5,250	56%	
3377-0003	BALDY TOP RECREATION AREA		-	-	0%	2,925	5,250	56%
3378-0003	OPALOPOLIS PARK							
3378-2220-0000	Opalopolis Park Operations	DCCS				5,250		
3378-0003	OPALOPOLIS PARK		-	-	0%	-	5,250	0%
3379-0003	KNOT-O-SAURUS PARK							
3379-2220-0000	Knot-o-saurus Park Operations	DCCS			882	5,250		
3379-0003	KNOT-O-SAURUS PARK		-	-	0%	882	5,250	0%
3380-0003	COUNCIL LAND & BUILDINGS							
3380-1500-0000	Gain / Loss on Land & Buildings for Resale	DCCS						
3380-1501-0000	Profit / (Loss) on Sale of Assets	DCCS	424,307		0%			
3380-2100-0000	Land Sale Costs	DCCS			730	2,000		
3380-2330-0000	Council Properties Operating Exp	DCCS			29,717	32,550	-10%	
3380-2600-0000	Depn Council Buildings Other	DCCS			83,145	100,649	-18%	
3380-0003	COUNCIL LAND & BUILDINGS		424,307	-	0%	113,592	135,199	84%
3385-0003	PARKS & GARDENS							
3385-2220-0000	Parks & Gardens Operating Expenses	DES			135,183	170,000		
3385-2420-0000	Street Tree Program	DES						
3385-2600-0000	Depn Parks Building	DES			31,788	38,480		
3385-0003	PARKS & GARDENS		-	-	0%	166,971	208,480	80%

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		ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
3390-0003	PUBLIC TOILETS							
3390-2220-0000	Public Toilets Operations				41,594	52,500	79%	
3390-0003	PUBLIC TOILETS	-	-	0%	41,594	52,500	79%	
3300-0002	INFRASTRUCTURE MAINTENANCE	22,855,883	37,451,997	61%	28,189,251	43,864,307	64%	
3400-0002	BUSINESS OPPORTUNITIES							
3400-0003	DMR WORKS							
3402-1258-0000	RMPC Contract	1,956,612	2,583,174	76%				Truing of claims
3402-1260-0000	RMPC Contract Variations	-	-	0%				
3402-2230-0000	RMPC Contract				1,992,092	2,324,857	86%	
3403-1275-0000	Quilpie-Adavale Red Rd (TIDS) Revenue	-	-	0%				
3403-2200-0000	Quilpie-Adavale Red Road (TIDS) Exps				13,411	-		
3403-1276-0000	Adavale-Blackall Rd (TIDS)		530,883					
3403-2201-0000	Adavale-Blackall Rd (TIDS)					530,883		
3404-1280-0000	TIDS Adavale Blackall Rd Revenue	819,585	1,061,726	77%				
3404-2200-0000	TIDS Adavale Blackall Rd Expenses				744,984	965,553	77%	
3405-1300-0000	CN-15666 Diamantina Drainage Revenue	-	-	0%				
3405-2300-0000	CN-15666 Diamantina Drainage Costs							
3406-1200-0000	DMR WORKS - Others (Revenue)	-	-	0%				
3406-2200-0000	DMR WORKS - Others (Expenses)							
3407-1280-0000	CN19645 Diamantina Development Road							
3407-2300-0000	CN19645 Diamantina Development Road							
3408-1280-0000	CN 19645 Stage 2 Diamantina Developm							
3408-2300-0000	CN19645 Stage 2 Diamantina Developm							
3409-1280-0000	CN 22452 DRFA Works 23B							
3409-2300-0000	CN 22452 DRFA Works 23B				62			
3400-0003	DMR WORKS	2,776,198	4,175,765	66%	2,750,559	3,811,273	72%	
3410-0003	PRIVATE WORKS							
3410-1280-0000	MAR 2025 Event - TMR Works	-	-	0%				
3410-1550-0000	Private Works Revenue	95,284	95,284	100%				
3410-2230-0000	Private Works Expenditure				50,628	85,755	59%	
3410-2300-0000	MAR 2025 Event - TMR Works				13,475			
3411-1280-0000	CN23526 Grid Removals	267,991	-	0%				
3411-2300-0000	CN23526 Grid Removals				59,217			
3410-0003	PRIVATE WORKS	363,300	95,284	381%	123,320	85,755	144%	
3400-0002	BUSINESS OPPORTUNITIES	3,139,497	4,271,049	74%	2,873,879	3,897,028	74%	
3000-0001	INFRASTRUCTURE	26,682,101	42,667,823	63%	32,966,164	50,512,330	65%	
4000-0001	ENVIRONMENT & HEALTH							
4100-0002	PLANNING & DEVELOPMENT							
4100-0003	TOWN PLANNING - LAND USE & SURVEY							
4100-1500-0000	Town Planning Fees	5,297	5,000	106%				
4100-2220-0000	Town Planning Expenses				13,008	10,000	130%	Planning consultancy
4100-0003	TOWN PLANNING - LAND USE & SURVEY	5,297	5,000	106%	13,008	10,000	130%	
4150-0003	BUILDING CONTROLS							
4150-1500-0000	Building Fees No GST	1,803	1,000	180%				
4150-1501-0000	Building Fees - GST Applies	30,413	30,000	101%				
4150-2220-0000	Building Expenses				75,367	60,000	126%	Certification services

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4151-1505-0000 Swimming Pool Inspection Fees	CEO				-	-	0%	
4151-2225-0000 Swimming Pool Inspection Costs	CEO				-	-	0%	
4150-0003 BUILDING CONTROLS		32,216	31,000	104%	75,367	60,000	126%	
4100-0002 PLANNING & DEVELOPMENT		37,512	36,000	104%	88,375	70,000	126%	
4200-0002 WASTE MANAGEMENT								
4200-0003 GARBAGE COLLECTION								
4200-1000-0000 Garbage Charges	DES	424,311	423,761	100%				
4200-1005-0000 Garbage Charges - Interest	DES	7,217	4,200	172%				
4200-1080-0000 Garbage Charges Discount	DES	(6)	-	0%				
4200-1085-0000 Garbage Pensioner Remission	DES	(121)	-	0%				
4200-1090-0000 Garbage Charges Writeoff and Refund	DES	(49)	(100)	49%				
4200-2220-0000 Garbage Operations	DES				146,183	140,595	104%	
4220-2225-0000 Annual Kerbside Collection	DES				5,873	10,300	57%	
4200-0003 GARBAGE COLLECTION		431,352	427,861	101%	152,056	150,895	101%	
4250-0003 LANDFILL OPERATIONS								
4250-1500-0000 Landfill Fees Revenue	DES	700	1,000	70%				
4250-2235-0000 Landfill Operations	DES				426,046	273,000	156%	
4250-2600-0000 Depn Landfill	DES				44,093	53,376	83%	
4250-0003 LANDFILL OPERATIONS		700	1,000	70%	470,139	326,376	144%	
4200-0002 WASTE MANAGEMENT		432,052	428,861	101%	622,195	477,271	130%	
4300-0002 PEST MANAGEMENT & ANIMAL CONTROL								
4300-0003 PLANT PEST CONTROL								
4300-2250-0000 Com. Combating Drought-Pest Weed Exp	DCCS				-	-	0%	
4300-2290-0000 Plant Pest Control Expenses	DCCS				1,774	30,000	6%	
4300-0003 PLANT PEST CONTROL		-	-	0%	1,774	30,000	6%	
4310-0003 ANIMAL PEST CONTROL								
4310-1000-0000 Wild Dog Special Levy	DCCS	106,800	105,415	101%				
4310-2235-0000 Wild Dog Coordinator Expenditure	DCCS				152,797	183,225	84%	
4310-2250-0000 Wild Dog Bonus Payments	DCCS				800	5,000	16%	
4310-2280-0000 DNR Precept - Barrier Fence	DCCS				134,356	137,385	98%	
4312-1000-0000 Baiting Fee Reimbursements	DCCS	55,976	72,500	77%				
4312-2260-0000 Syndicate Baiting Expense	DCCS				163,653	380,100	43%	
4313-1170-0000 Grant - QLD Feral Pest Initiative	DCCS	(5,198)	-	0%				
4313-2250-0000 QLD Feral Pest Initiative	DCCS						0%	
4313-2290-0000 2022 Council Exclusion Fence Subsidy	DCCS						0%	
4313-2300-0000 2023 Council Exclusion Fence Subsidy	DCCS						0%	
4310-0003 ANIMAL PEST CONTROL		157,579	177,915	89%	451,606	705,690	64%	
4320-0003 STOCK ROUTES & RESERVES MANAGEMENT								
4320-1500-0000 Common Application Fees	DCCS	1,953	2,000	98%				
4320-1600-0000 Mustering / Supplement Fees	DCCS	2,419	2,500	97%				
4320-1800-0000 Reserve Fees	DCCS	-	-	0%				
4320-2200-0000 Common Fence Repairs & Firebreaks	DCCS				10,633	16,508	64%	
4320-2220-0000 Stock Routes & Reserves Expenses	DCCS				17,229	21,000	82%	
4320-0003 STOCK ROUTES & RESERVES MANAGEMENT		5,430	4,500	121%	28,061	37,508	75%	
4330-0003 DOMESTIC ANIMAL CONTROL								
4330-1300-0000 Animal Write-Off	DCCS	-	-	0%				
4330-1400-0000 Animal Discounts	DCCS	-	-	0%				

Revenue and Expenditure Report

For the month ending 30 April 2026
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	Actual	EXPENSE			COMMENTS
		ACTUAL YTD	AMENDED BUDGET 25/26	%	
Resp. Off					
4330-1500-0000 Animal Control Fees	DCCS	9,747	15,000	65%	
4330-1700-0000 Animal Control Fines & Penalties	DCCS	-	1,000	0%	
4330-2220-0000 Animal Control Expenses	DCCS				3,360 25,000 13%
4330-0003 DOMESTIC ANIMAL CONTROL		9,747	16,000	61%	3,360 25,000 13%
4300-0002 PEST MANAGEMENT & ANIMAL CONTROL		172,756	198,415	87%	484,801 798,198 61%
4500-0002 ENVIRONMENT & HEALTH					
4510-0003 ENVIRONMENTAL PROTECTION					
4510-2220-0000 Environmental Protection Expenses	DCCS				17,398 28,000 62%
4510-0003 ENVIRONMENTAL PROTECTION		-	-	0%	17,398 28,000 62%
4520-0003 HEALTH AUDITING & INSPECTION					
4520-1400-0000 Health Licenses & Permits Revenue	CEO	3,645	3,500	104%	
4520-2230 Health Operations		3,645	3,500	104%	- - 0%
4500-0002 ENVIRONMENT & HEALTH		3,645	3,500	104%	17,398 28,000 62%
4000-0001 ENVIRONMENT & HEALTH		345,965	366,776	97%	1,212,768 1,373,469 88%
5000-0001 COMMUNITY SERVICES					
5100-0002 COMMUNITY DEVELOPMENT					
5120-0003 COMMUNITY FACILITIES SWIMMING POOLS					
5120-2220-0000 Quilpie Swimming Pool Operations	DCCS				330,385 417,514 79%
5120-2330-0000 Quilpie Swimming Pool Repairs & Mtc	DCCS				48,951 85,218 57%
5120-2600-0000 Depn Swimming Pool Structures	DCCS				79,380 96,092 83%
5125-2220-0000 Eromanga Swimming Pool Opt & Maint	DCCS				7,092 - 0%
5125-2230-0000 Eromanga Swimming Pool Repairs & Mtc	DCCS				122,648 164,640 74%
5125-2600-0000 Depn Eromanga Swimming Pool	DCCS				21,669 26,231 83%
5120-0003 COMMUNITY FACILITIES SWIMMING POOLS		-	-	0%	616,124 789,695 78%
5150-0003 COMMUNITY FACILITIES - SHIRE HALLS					
5150-1500-0000 Shire Halls - Revenue	DCCS	2,820	3,000	87%	
5150-2220-0000 Shire Hall Operations	DCCS				51,312 66,125 78%
5150-2330-0000 Shire Halls Repairs & Maintenance	DCCS				116,645 133,350 87%
5150-2600-0000 Depn Shire Halls	DCCS				190,223 230,269 83%
5150-0003 COMMUNITY FACILITIES - SHIRE HALLS		2,820	3,000	87%	358,180 429,744 83%
5170-0003 RECREATION FACILITIES					
5170-2220-0000 Recreational Facilities Operating Expenses	DCCS				12,808 15,000 85%
5170-2230-0000 Recreational Facilities Repairs & Maintenance	DCCS				347 2,500 14%
5170-2250-0000 All Sports Building	DCCS				3,754 4,000 94%
5170-2330-0000 Adavale Sport & Rec Grounds	DCCS				22,887 20,000 114%
5170-2340-0000 Eromanga Rodeo & Race Grounds	DCCS				29,441 25,000 118%
5170-2350-0000 Toompine Shooting Facility	DCCS				2,974 4,404 68%
5170-2600-0000 Depn Recreational Facilities	DCCS				214,683 259,879 83%
5170-0003 RECREATION FACILITIES		-	-	0%	286,892 330,783 87%
5180-0003 TOWN DEVELOPMENT					
5180-2820-0000 Town Development - Eromanga	CEO				- 5,000 0%
5180-2830-0000 Town Development - Adavale	CEO				- 5,000 0%
5180-2840-0000 Town Development - Toompine	CEO				- 5,000 0%
5180-0003 TOWN DEVELOPMENT		-	-	0%	- 15,000 0%

Revenue and Expenditure Report

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	Resp. Off	Actual			EXPENSE			COMMENTS
		ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
5190-0003	COMMUNITY DEVELOPMENT							
5190-1140-0000	Sundry Income	DCCS	-	-	0%			
5190-1150-0000	Community Bus Income	DCCS	6,605	7,500	88%			
5190-1160-0000	Community Event - Ticket Sales	DCCS	-	-	0%			
5190-1210-0000	Grants - National Australia Day Council	DCCS	8,000	10,000	80%			
5190-1220-0000	Grant - NAIDOC Week	DCCS	-	10,000	0%			
5190-1221-0000	NAIDOC Week Contribution	DCCS	-	-	0%			
5190-1230-0000	Grant - Celebrating Multicultural Qld	DCCS	-	-	0%			
5190-2100-0000	Community Support Activities & Event	DCCS				22,061	56,500	39%
5190-2150-0000	Buses - Community Support	DCCS				-	-	0%
5190-2320-0000	Community Celebrations	DCCS				24,075	60,000	40%
5190-2500-0000	Council Community Grants	DCCS				53,436	53,000	101%
5190-2840-0000	Quilpie Street Development	DCCS				-	5,000	0%
5190-0003	COMMUNITY DEVELOPMENT		14,605	27,500	53%	99,573	174,500	57%
5100-0002	COMMUNITY DEVELOPMENT		17,226	30,500	56%	1,360,770	1,739,722	78%
5200-0002	AGED SERVICES							
5220-1200-0000	Aged Peoples Accommodation Rent	DCCS	88,119	125,000	71%			
5220-2220-0000	Aged Peoples Accommodation O&M	DCCS				191,111	130,594	146%
5220-2240-0000	Gyrca Gardens Rec-Centre - O&M	DCCS				10,236	18,500	55%
5220-2600-0000	Depn Aged Accom Building	DCCS				126,919	153,638	82%
5200-0002	AGED SERVICES		88,119	125,000	70%	328,266	302,732	108%
5225-0002	HOUSING							
5225-1200-0000	Rent - Housing	DCCS	487,581	649,000	75%			
5225-2220-0000	Housing Operating Expenses	DCCS				42,070	35,000	120%
5225-2230-0000	Housing - Repairs & Maintenance	DCCS				486,914	551,000	88%
5225-2600-0000	Depn Housing	DCCS				330,731	403,781	82%
5225-0002	HOUSING		470,054	649,000	73%	859,715	989,781	87%
5200-0002	AGED SERVICES & HOUSING		559,074	774,000	72%	1,187,981	1,292,513	92%
5300-0003	COMMUNITY HEALTH PROMOTIONS							
5300-1100-0000	Health Promotions Officer Grant Rev	DCCS	150,000	150,000	100%			
5300-1102-0000	Grant - LG Leadership for Sun Safety	DCCS	1,500	-	0%			
5300-1105-0000	Checkup Austl OMMW Grant	DCCS	-	-	0%			
5300-1110-0000	Comedy Night Grant	DCCS	-	-	0%			
5300-1101-0000	Grant - Ageing Queensland	DCCS	-	-	0%			
5300-1115-0000	Old Mental Health Comm Sponsorship	DCCS	(9,601)	-	0%			
5300-1150-0000	SW Primary Care Pilot Funding	DCCS	95,949	95,040	101%			
5300-2000-0000	Health Promotions Officer Wages	DCCS				-	-	0%
5300-2020-0000	National Dis. Ins. Scheme Officer	DCCS				83,755	108,000	77%
5300-2200-0000	Heart of Australia Bus Visit	DCCS				10,000	30,000	33%
5300-2240-0000	Health Promotions Officer Activities	DCCS				135,057	218,875	62%
5300-2700-0000	TRAIC Grant	DCCS				-	-	0%
5300-2800-0000	SW Primary Health Care Pilot Expenses	DCCS				53,104	95,040	56%
5310-1100-0000	Grant - Localised Mental Health	DCCS	-	-	0%			
5310-2000-0000	Localised Mental Health Grant Costs	DCCS				-	-	0%
5320-1100-0000	Grant - TRAIC	DCCS	-	-	0%			
5320-2000-0000	TRAIC Grant Costs	DCCS				-	-	0%
5300-0003	COMMUNITY HEALTH PROMOTIONS		237,848	245,040	97%	281,917	451,915	62%
5300-0003	COMMUNITY HEALTH		237,848	245,040	97%	281,917	451,915	62%
5400-0003	COMMUNITY SERVICES ADMINISTRATION							
5400-2220-0000	Community Services Admin Operating Expenses	DCCS				341,276	513,000	67%

Revenue and Expenditure Report

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	Actual	EXPENSE			COMMENTS				
		Actual	AMENDED BUDGET 25/26	%					
Resp. Off	ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%			
5400-0003	COMMUNITY SERVICES ADMINISTRATION	-	-	0%	341,276	513,000	67%		
5400-0003	COMMUNITY SERVICES SUPPORT	-	-	0%	341,276	513,000	67%		
5600-0002	ARTS & CULTURE								
5610-0003	MUSEUMS								
5610-2220-0000	Eromanga Living History Centre O&M	CEO			6,205	13,000	48%		
5610-2230-0000	Museum Operations & Maintenance	MED			2,084	5,000	42%		
5610-2240-0000	Powerhouse Museum Operations	MED			5,351	4,500	119%	Property Insurance	
5610-2250-0000	Railway / Local History	MED			5,758	25,000	23%		
5610-2260-0000	Eromanga Natural Hist. Museum	CEO			50,615	80,000	63%		
5610-2290-0000	ENHM COVID-19 Operating Support	CEO			-	-	-		
5610-2600-0000	Depn Museum	MED			253,109	306,395	83%		
5610-0003	MUSEUMS			0%	323,122	433,895	74%		
5630-0003	REGIONAL ARTS DEVELOPMENT FUNDING								
5630-1100-0000	RADF Grant Revenue	DCCS	26,250	26,250	100%				
5630-1400-0000	RADF Earnback and Refunds	DCCS	305	-	0%				
5630-2190-0000	RADF Grant Expenditure	DCCS				35,121	30,000	117%	
5630-5000-0000	REGIONAL ARTS DEVELOPMENT FUNDING		26,555	26,250	101%	35,121	30,000	117%	
5600-0002	ARTS & CULTURE		26,555	26,250	101%	358,243	463,895	77%	
5700-0002	LIBRARY SERVICES								
5710-1100-0000	Libraries Operating Grant Revenue	DCCS	3,000	3,000	100%			Wages subsidy	
5710-1110-0000	Strategic Priorities Grant	DCCS	-	-	0%				
5710-1120-0000	First Five Grant - Library	DCCS	3,000	3,000	100%				
5710-1130-0000	Grant - Library Resourcing	DCCS	20,000	20,000	100%				
5710-1140-0000	Grant - Empowering Rural Australia	DCCS	-	-	0%				
5710-1150-0000	Grant - Community Cohesion Program	DCCS	5,000	5,000	100%				
5710-1160-0000	Grant - SLQ Library Champions Bursary		2,708	-	0%				
5710-1170-0000	Grant - LitUp program		4,462	-	0%				
5710-1600-0000	Library Fees & Charges Revenue	DCCS	448	500	90%				
5710-2110-0000	Strategic Priorities Grant Expenditure	DCCS				226	-	0%	
5710-2120-0000	First Five Grant - Library Exp	DCCS				1,894	3,000	63%	
5710-2220-0000	Library Operating Expenses	DCCS				143,387	147,750	97%	
5710-2330-0000	Library Repairs & Maintenance Expens	DCCS				1,454	6,000	24%	
5710-2600-0000	Depn Library	DCCS				18,619	20,028	93%	
5711-1130-0000	Grant Centrelink Access Point	DCCS	7,759	7,800	99%				
5711-1131-0000	Grant - Regional Tech Hub	DCCS	-	1,000	0%				
5711-2115-0000	Grant - Regional Tech Hub expenses	DCCS					1,000	100%	
5700-0002	LIBRARY SERVICES		46,376	40,300	115%	165,580	177,778	93%	
5750-0002	DISASTER MANAGEMENT SERVICES								
5750-1100-0000	Grant - Get Ready Queensland	DCCS	7,268	6,780	107%				
5750-1120-0000	CDO Category A - QRA Funding	MFA	866,582	895,000	97%				
5750-1130-0000	CDO Category B - QRA Funding	MFA	157,446	-	0%				
5750-1135-0000	Category C - Community Recovery Fund	MFA	-	1,000,000	0%				
5750-1136-0000	Cat C - Community Health & Wellbeing Package	CEO	231,750	927,000	25%				
5750-1140-0000	Coordinated Emergency Fodder Support	MFA	-	-	0%				
5750-1150-0000	Emerg Fencing Restitution Program	MFA	-	2,200,000	0%				
5750-2020-0000	Get Ready Qld Exp	DCCS				6,798	6,780	100%	
5750-2220-0000	Disaster Management Operations	CEO				31,759	35,000	91%	
5750-2300-0000	CDO Cat A Emergency Assistance Individuals	CEO				31,830	-	0%	
5750-2400-0000	CDO Cat B Protection of General Public	CEO				551,532	-	0%	

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Resp. Off	Actual			EXPENSE			COMMENTS
	ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
5750-2450-0000	Cat C - Community Relief Fund Exp			37,749	1,000,000	4%	
5750-2451-0000	Cat C - Community Health & Wellbeing Package			30,046	927,000	3%	
5750-2500-0000	Coordinated Emergency Fodder Support			8,772	-	-	
5750-2550-0000	Emerg Fencing Restitution Program			-	2,200,000	-	
5761-1500-0000	Program Administration Reimbursement	253,091	750,000				
5761-2300-0000	Program Administration Expenses			338,566	750,000	45%	
5750-0002	DISASTER MANAGEMENT SERVICES	1,516,136	5,778,780	26%	1,037,052	4,918,780	21%
5800-0002	PUBLIC SERVICES						
5810-0003	STATE EMERGENCY SERVICES						
5810-1140-0000	QLD Emergency Services Grant Revenue	19,453	20,000	97%	13,192	20,000	66%
5810-2220-0000	Emergency Services Operations				15,936	19,292	83%
5810-2600-0000	Depn S.E.S						
5810-0003	STATE EMERGENCY SERVICES	19,453	20,000	97%	29,129	39,292	74%
5820-0003	TELEVISION						
5820-2230-0000	TV Maintenance & Repairs			7,033	25,000	28%	
5820-2600-0000	Depn Satellite TV			2,555	3,092	83%	
5820-0003	TELEVISION	-	-	0%	9,588	28,092	34%
5830-0003	CEMETERIES						
5830-1500-0000	Burial Fees	7,100	5,958	119%			
5830-1510-0000	Grave Reservation Fee						
5830-2220-0000	Cemeteries Operations			16,137	36,000	45%	
5830-2230-0000	Cemeteries Maintenance				3,000		
5830-2600-0000	Depn Cemeteries Building			2,281	2,761	83%	
5830-0003	CEMETERIES	7,100	5,958	119%	20,418	41,761	49%
5840-0003	EROMANGA STATE SCHOOL FACILITY						
5840-2500-0000	Eromanga State School Operating Expe						
5840-2600-0000	Depn - Eromanga State School Facility				26,462		
5840-0003	EROMANGA STATE SCHOOL FACILITY	-	-	0%	-	26,462	0%
5800-0002	PUBLIC SERVICES	1,589,066	5,845,038	27%	1,261,766	5,232,165	24%
5000-0001	COMMUNITY SERVICES	2,421,764	6,929,828	35%	4,791,952	9,693,210	49%
6000-0001	HUMAN RESOURCES						
6100-0002-0000	PAYROLL SERVICES						
6100-2200-0000	Payroll Operating Expenses			83,065	102,000	81%	
6100-0002-0000	PAYROLL SERVICES	-	-	0%	83,065	102,000	81%
6200-0002-0000	HUMAN RESOURCES						
6200-1100-0000	Staff Deductions - Wellbeing Checks	1,027	3,000	34%			
6200-1200-0000	Staff Deductions - Staff Functions		500				
6200-2040-0000	Human Resource Expenses			461,057	583,340	79%	
6200-2090-0000	Council Gym Membership Program - 20%			681	7,600	9%	
6200-0002-0000	HUMAN RESOURCES	1,027	3,500	29%	461,738	590,940	78%
6300-0002-0000	TRAINING & DEVELOPMENT						
6300-2000-0000	Staff Training & Development Wages			79,711	-	-	
6300-2070-0000	Staff Training & Development			91,151	142,000	64%	
6300-2300-0000	Training & Development Operating Costs			15,195	46,500	33%	
6300-0002-0000	TRAINING & DEVELOPMENT	-	-	0%	186,056	188,500	99%

Revenue and Expenditure Report

For the month ending 30 April 2026
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	Resp. Off	Actual			EXPENSE			COMMENTS
		ACTUAL YTD	AMENDED BUDGET 25/26	%	ACTUAL YTD	AMENDED BUDGET 25/26	%	
6000-0001 HUMAN RESOURCES		1,027	1,500	29%	730,860	881,440	83%	
7100-0001 ECONOMIC DEVELOPMENT & TOURISM								
7100-0002 ECONOMIC DEVELOPMENT & PROMOTION								
7100-2100-0000 Economic Development	MED				19,686	199,000	10%	
7100-2120-0000 Economic Dev Training and Conferences	MED				3,122	5,000	62%	
7100-2130-0000 Opal Fossicking Area	MED				174	5,000	3%	
7100-2140-0000 Subscriptions and Memberships	MED				15,806	15,000	105%	
7100-2150-0000 SWRED-Tourism Development	MED				31,205	50,000	62%	Outback Old Tourism
7100-0002 ECONOMIC DEVELOPMENT & PROMOTION		-	-	0%	69,993	274,000	26%	
7200-0002 VISITOR INFORMATION CENTRE								
7200-1100-0000 Grant - Accessible Tourism Elevate F	MED	16,455	-	0%				
7200-1150-0000 Grant - Building Bush Tourism	MED	17,627	-	0%				
7200-1500-0000 Visitors Info Centre Sales	MED	34,013	32,000	106%				
7200-1505-0000 VIC - Quilpeta Sales	MED	11,953	26,000	46%				
7200-1510-0000 VIC Gallery Sales (GST Free)	MED	8,015	10,000	80%				
7200-1515-0000 VIC Gallery Sales (GST)	MED	1,238	1,500	83%				
7200-1530-0000 Bus Tour Fees	MED	3,473	3,136	111%				
7200-2000-0000 VIC - Wages	MED				216,402	246,500	88%	
7200-2110-0000 VIC - Exhibitions and Events	MED				853	10,000	9%	
7200-2120-0000 VIC - Tourism Promotion	MED				19,877	60,000	33%	
7200-2130-0000 VIC - Bus Tour	MED				-	-	0%	
7200-2220-0000 VIC Operating Expenses	MED				77,402	81,500	95%	
7200-2230-0000 VIC - Repairs & Maintenance	MED				42,553	47,250	90%	
7200-2510-0000 Artist Payments - Sales (GST Excl)	MED				10,110	8,000	126%	
7200-2515-0000 Artist Payments - Sales (GST Incl)	MED				1,283	2,000	64%	
7200-2600-0000 Depn - VIC	MED				43,942	53,193	83%	
7200-2710-0000 Grant - Accessible Tourism Elevate Fund Exp	MED				32,153	-	0%	
7200-2720-0000 Grant - Building Bush Tourism Expenses	MED				28,780	-	0%	
7201-1500-0000 VIC Outback Males to NP Camping Perm	MED	68	100					
7200-0002 VISITOR INFORMATION CENTRE		92,841	72,736	128%	473,337	508,443	93%	
7300-0002 TOURISM EVENTS & ATTRACTIONS								
7300-1200-0000 Event Revenue	MED	-	-	0%				
7300-2100-0000 EVENT - Major Events Promotion	MED				2,191	15,000	15%	
7300-2150-0000 Tourism Development	MED				-	59,000	0%	
7300-2200-0000 EVENTS - Tourism Events	MED				8,124	99,250	8%	
7300-0002 TOURISM EVENTS & ATTRACTIONS		-	-	0%	10,315	173,250	6%	
7100-0001 ECONOMIC DEVELOPMENT & TOURISM		92,841	72,736	128%	583,645	655,693	89%	
TOTAL REVENUE AND EXPENDITURE		45,341,069	70,563,616	64%	42,736,894	60,114,922	71%	
PROFIT / (LOSS)		2,605,058	7,049,014	37%				

CAPITAL EXPENDITURE REPORT

For the month ending 30 April 2026

PROJECT DETAILS											
Project Description	Type	RD	WIP at 30 June 2025	Current Year [Actual]	Current Year [Committed]	Total Year to Date	Total Project Cost	Project Budget 2025/26	Project Budget 2026/27	Project Budget 2027/28	Total Project Budget
Land											
Residential Estate	N	CEO	0	99,143	19,536	118,679	118,679	2,173,902	2,173,903		4,347,805
Strategic Land Purchases	N	CEO		25,731	-	25,731	25,731	200,000			200,000
			\$ -	\$ 124,873	\$ 19,536	\$ 144,410	\$ 144,410	\$ 2,373,902	\$ 2,173,903	\$ -	\$ 4,547,805
Buildings & Structures											
Powerhouse Estate Development (Carry-over project)	N	CEO	1,645,376	144,592	8,698	153,290	1,798,666	129,000			129,000
Adavale Hall Grounds Upgrade	N	DDIS		8,606	-	8,606	8,606				
Eromanga Natural History Museum (ENHM) - Stage 3A (Carry-over project)	N	CEO	690	1,000	-	1,000	1,690	1,000,000	16,800,000	-	17,800,000
Gyrica Housing Refurbishment Unit 3 (Carry-over project)	R	DIS	1,578	-	-	-	1,578	125,000			125,000
Gyrica Housing Refurbishment Unit 4 (Carry-over project)	R	DIS	-	-	-	-	-	125,000			125,000
2 Bedroom House - 2 Boobook (Carry-over project)	N	DIS	331,257	50,233	-	50,233	381,490	20,547			20,547
3 Bedroom House - 74 Galah (Carry-over project)	N	DIS	612,711	19,043	-	19,043	631,754				-
3 Bedroom House - 70 Galah (Carry-over project)	N	DIS	529,445	21,239	-	21,239	550,684				-
3 Bedroom House - 61 Dukamura (Carry-over project)	N	DIS	534,700	73,648	-	73,648	608,349	45,300			45,300
3 Bedroom House - 3 Boobook (Carry-over project)	N	DIS	518,425	77,606	-	77,606	596,030	61,575			61,575
3 Bedroom House - 72 Galah (Carry-over project)	N	DIS	506,746	67,678	2,970	70,648	577,394	73,254			73,254
3 Bedroom House - 66 Galah (Carry-over project)	N	DIS	554,195	71,766	12,480	84,246	638,441	25,805			25,805
3 Bedroom House - 11 Boobook (Carry-over project)	N	DIS	569,006	86,333	13,000	99,333	668,339	16,294			16,294
3 Bedroom House - 20 Boobook (Carry-over project)	N	DIS	544,781	91,908	11,900	103,808	648,590	35,219			35,219
Eromanga Pool Refurbishment	R	DDIS	269,934	21,553	23,000	44,553	314,486	330,066			330,066
Council Housing Refurbishments	R	DIS	41,817	119,462	33,421	152,883	194,700	250,000			250,000
Gyrica Housing Refurbishments	R	DIS	19,203	92,199	4,103	96,301	115,504	100,000			100,000
Garage, carport & fencing - 14 Donald Street, Eromanga (Carry-over project)	N	DIS	3,023	33,350	-	33,350	36,373	50,000			50,000
Garage, carport & fencing - 16 Donald Street, Eromanga (Carry-over project)	N	DIS	-	-	-	-	-	50,000			50,000
2 Bedroom House - 48 Chipu Street	N	CEO	-	3,323	-	3,323	3,323	400,000			400,000
Child Care Centre	N	CEO	-	-	-	-	-	150,000	1,000,000	2,000,000	3,150,000
Toilet at Cemetery	N	DDIS	-	-	-	-	-	30,000			30,000
Community Services Storage	U	DDIS & DDCS	-	-	-	-	-	40,000			40,000
Redesign Depot Office Spaces	U	MWHS & DIS	-	-	-	-	-				-
Redesign Administration Building	U	DIS	-	930	-	930	930				-
Quilpie Community Energy Upgrade Project	N	CEO	-	-	-	-	-	91,934	62,229		154,163
1 x 2 Bedroom House - Chipu Street	N	CEO	-	-	-	-	-	400,000			400,000
1 x 2 Bedroom House - Chipu Street	N	CEO	-	-	-	-	-				-
Housing Project 5 x 2-bedroom dwellings	N	CEO	-	-	-	-	-	100,000	2,000,000	300,000	2,400,000
			\$ 6,682,887	\$ 984,469	\$ 109,572	\$ 1,094,041	\$ 7,776,928	\$ 3,648,994	\$ 19,862,229	\$ 2,300,000	\$ 25,811,223

CAPITAL EXPENDITURE REPORT

For the month ending 30 April 2026

PROJECT DETAILS											
Project Description	Type	RD	WIP at 30 June 2025	Current Year [Actual]	Current Year [Committed]	Total Year to Date	Total Project Cost	Project Budget 2025/26	Project Budget 2026/27	Project Budget 2027/28	Total Project Budget
Other Infrastructure											
Opalopolis Park Upgrade (Carry-over project)	R	DDIS	29,866	68,967	-	68,967	98,833	65,139			65,139
Goopine Airstrip – Secure and Safer Runway with Perimeter Fencing (Carry-over project)	N	DIS	-	177,739	-	177,739	177,739	184,500			184,500
Entrance to Bulloo Park (Carry-over project)	N	DIS	-	-	-	-	-	30,000			30,000
Walking Path to Baldy Top	N	DDIS	2,538	365,930	-	365,930	368,468	297,462			297,462
Quilpie Pool Filtration System Changeover (Carry-over project)	R	DIS	40,194	290,067	-	290,067	330,260	285,282			285,282
Bob Young Memorial Park Upgrade (Carry-over project)	U	CEO	14,741	14,829	1,200	16,029	30,770	438,259			438,259
Administration Building - External Paint (Carry-over project)	R	DIS	-	-	26,680	26,680	26,680	25,000			25,000
Administration Building - Stage 2 - Front Office Garden	R	DIS	9,860	-	-	-	9,860	75,000			75,000
Knot-a-Saurus Park footpath	N	DIS	-	-	-	-	-	12,000			12,000
Electronic Key System	N	MWHS & DDIS	-	-	-	-	-	200,000			200,000
Install Automatic Watering Systems - Various Locations	N	DDIS	-	-	-	-	-	65,000			65,000
Powerhouse Station Improvements	N	DDIS	-	-	-	-	-	7,000			7,000
Quilpie Cemetery Improvements	N	DDIS	-	-	-	-	-	60,000	50,000		110,000
Install playground at Adavale	N	DIS	-	-	-	-	-	30,000			30,000
Upgrade Quilpie Loading Ramp	U	DDIS	-	45,208	-	45,208	45,208	10,000			10,000
Quilpie Pool Rehabilitation	R	DIS	-	796	699,875	700,671	700,671	700,000			700,000
Sealing wash bay approach and install silt trap	N	DDIS	-	-	-	-	-	50,000			50,000
Relocate water filling point at cold water dam to northern end, install pump and seal area.	N	DDIS	-	-	-	-	-	80,000			80,000
Upgrade depot internal lighting to LED	N	DDIS	-	-	-	-	-	25,000			25,000
Install fireproof battery collection boxes	N	DIS	-	-	-	-	-	100,000			100,000
			\$ 97,199	\$ 963,536	\$ 897,851	\$ 3,116,671	\$ 10,230,734	\$ 2,739,642	\$ 22,974,458	\$ 4,600,000	\$ 35,955,094
Plant & Equipment											
Replace Unit 5003 Bus - Carry-over	PR	DDIS		111,740	-	111,740	111,740	105,500			105,500
Replace Unit 1122 Toyota Prado	PR	DDIS		-	-	-	-	90,000			90,000
Replace Unit 2002 Tri-Tipper - Carry-over	PR	DDIS		73,164	-	73,164	73,164	73,000			73,000
Replace Unit 4170 #1 Sewer Pump Station Generator	PR	DDIS		20,031	-	20,031	20,031	80,000			80,000
Replace Unit 251 Kubota Generator	PR	DDIS		6,146	-	6,146	6,146	15,000			15,000
Replace Unit 252 Kubota Generator	PR	DDIS		-	-	-	-	15,000			15,000
Replace Unit 1117 Ute	PR	DDIS		-	-	-	-	70,000			70,000
Replace Unit 1118 Ute	PR	DDIS		-	-	-	-	70,000			70,000
Replace Unit 1119 Toyota Hilux Ute - Dual Cab	PR	DDIS		-	-	-	-	70,000			70,000
Replace Unit 1120 Toyota Hilux Ute - Dual Cab	PR	DDIS		-	-	-	-	70,000			70,000
Replace Unit 1121 Toyota Hilux Ute - Dual Cab	PR	DDIS		-	-	-	-	70,000			70,000
Replace Unit 1113 Toyota Prado GX Wagon - Hire Unit	PR	DDIS		-	-	-	-	90,000			90,000

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For the month ending 30 April 2026

PROJECT DETAILS												
Project Description	Type	RD	WIP at 30 June 2025	Current Year [Actual]	Current Year [Committed]	Total Year to Date	Total Project Cost	Project Budget 2025/26	Project Budget 2026/27	Project Budget 2027/28	Total Project Budget	
Replace Unit 1116 Toyota Prado GX Wagon - Hire Unit	PR	DDIS		-	-	-	-	90,000			90,000	
Replace Unit 1141 Nissan Xtrail Wagon (second-hand)	PR	DDIS		-	-	-	-	60,000			60,000	
NEW: Triton 4x4 Extracab Trayback 2019	PN	DDIS		28,646		28,646	28,646	30,000			30,000	
NEW: Triton 4x2 Tray inc. New Bullbar 2021	PN	DDIS		28,646		28,646	28,646	30,000			30,000	
NEW: Ranger 4x4 Extracab 2021	PN	DDIS		35,997		35,997	35,997	36,500			36,500	
NEW: Triton 4x4 Extracab Styleside 2018 inc. New Bullbar	PN	DDIS		28,646		28,646	28,646	30,000			30,000	
Replace Unit 2003 Isuzu NPR Crew Cab Medium Truck	PR	DDIS		331,850	-	331,850	331,850	350,000			350,000	
Replace Unit 3002 Komatsu Grader	PR	DDIS		499,032	-	499,032	499,032	550,000			550,000	
Replace Unit 3004 Caterpillar 12M Grader	PR	DDIS		499,032	-	499,032	499,032	550,000			550,000	
Replace Unit 3403 Komatsu 480 Loader	PR	DDIS		553,800	-	553,800	553,800	450,000			450,000	
Replace Unit 3201 Dynpac CA4600 Roller	PR	DDIS		258,450	-	258,450	258,450	265,000			265,000	
Replace Unit 116 Komatsu Backhoe WB97R (move to Eromanga)	PR	DDIS		-	343,800	343,800	343,800	300,000			300,000	
Replace Unit 5012 JCB 1.8T mini Excavator	PR	DDIS		41,000	-	41,000	41,000	50,000			50,000	
Replace Unit 254	PR	DDIS		20,031	-	20,031	20,031					
Replace Unit 4401 Water Pump	PR	DDIS		-	-	-	-	20,000			20,000	
Replace Unit 4402 Water Pump	PR	DDIS		5,153	-	5,153	5,153	20,000			20,000	
Replace Unit 4403 Water Pump	PR	DDIS		5,153	-	5,153	5,153	20,000			20,000	
NEW: ATV & Trailer Combination	PN	DDIS		-	34,658	34,658	34,658	39,316			39,316	
Replace Unit 254 Profiler/Stabiliser Attachment	PR	DDIS		-	-	-	-	45,000			45,000	
Replace Unit 256 Sweeper Broom	PR	DDIS		-	-	-	-	20,000			20,000	
Replace Trailers - General	PR	DDIS		-	-	-	-	10,000			10,000	
Small Plant	PR	DDIS		-	-	-	-	10,000			10,000	
NEW: Pressure Cleaner	PR	DDIS		6,582	-	6,582	6,582	8,000			8,000	
NEW: 2x 2 Bed Sleeper with ensuite, 1x Driller Kitchen /crib/Bathroom/Laundry unit and 1x Crib/Bathroom/Office	PN	DDIS			-	-	-	500,000			500,000	
Accessible Portaloo Unit	PN	DDIS		9,182	-	9,182	9,182					
				\$ -	\$ 2,562,280	\$ 378,458	\$ 2,940,738	\$ 2,940,738	\$ 4,302,316	\$ -	\$ -	\$ 4,302,316
Road Infrastructure												
CARRY-OVER: Eromanga Kerb	N	DIS		-	-	-	-					
Quilpie Aerodrome Pavement Reconstruction	R	DIS	392,871	-	-	-	392,871	-	11,607,375		11,607,375	
Design - Quilpie Aerodrome Pavement Reconstruction	R	DIS	129,808	226,370	-	226,370	356,178	220,192			220,192	
CARRY-OVER: Brolga Street - reseal carparking lanes	R	DIS	320	-	-	-	320	235,950			235,950	
Big Creek Road Floodway Ch38,312	N	DIS	-	42,568	-	42,568	42,568	42,568			42,568	
Dukamurra St - Widen eastern side	R	DIS	-	4,894	-	4,894	4,894	20,000			20,000	
Quarrion Street - spoon drain	N	DIS	-	-	-	-	-	50,000			50,000	
Mt Margaret Road Reseal	R	DDIS	-	-	34,993	34,993	34,993	108,020			108,020	
Cyabra Road Reseal	R	DDIS	-	-	252,562	252,562	252,562	429,928			429,928	
Sommerfield Road turnout Reseal	R	DDIS	-	6,059	-	6,059	6,059	5,852			5,852	
King Street Reseal	R	DDIS	-	13,358	-	13,358	13,358	16,786			16,786	
Donald Street Reseal	R	DDIS	-	22,292	-	22,292	22,292	32,955			32,955	
Chipu Street Reseal	R	DDIS	-	32,258	-	32,258	32,258	52,866			52,866	

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For the month ending 30 April 2026

PROJECT DETAILS											
Project Description	Type	RD	WIP at 30 June 2025	Current Year [Actual]	Current Year [Committed]	Total Year to Date	Total Project Cost	Project Budget 2025/26	Project Budget 2026/27	Project Budget 2027/28	Total Project Budget
Burt Street Reseal	R	DDIS	-	12,278	-	12,278	12,278	16,709			16,709
Concrete Floodways - Adavale Black Road Council	R	DIS	-	239,485	-	239,485	239,485	240,000			240,000
Footpaths - remaining stage 1 at the caravan park, including upgrade to caravan park driveway	N	DIS	-	-	28,980	28,980	28,980	70,000			70,000
Footpath - missing section in Chulungra Street (from the State School crossing to Quarrion Street)	N	DIS	-	-	23,654	23,654	23,654	35,000			35,000
Footpath - Stage 2 Gyrica Street	N	DIS	-	-	78,845	78,845	78,845	60,000			60,000
Footpath - St Finbarrs	R	DIS	-	-	39,423	39,423	39,423	40,000			40,000
Adavale Charleville Road Sealing	N	DIS	194	-	-	-	194	244,845			244,845
Adavale Black Road Sealing (Ch 28,902 to 30,090)	N	DIS	-	132,659	-	132,659	132,659	235,000			235,000
Keeroongooloo Road Seal	N	DIS	-	-	-	-	-	1,182,000			1,182,000
Keeroongooloo Road - Heavy Formation Grade	R	DIS	-	-	4,000	4,000	4,000	386,250			386,250
Establishment of new road	N	DIS	-	567,800	-	567,800	567,800	460,000			460,000
Napoleon Road and Old Charleville Road – Sealing of low-lying sections	N	DIS	-	-	-	-	-	-			-
Sealing of Napoleon and Old Charleville Roads - 50 km (Multi year program - 2025/26 and 2026/27)) Country Roads Connect (Project funding application unsuccessful)	N	DIS	-	-	-	-	-	-			-
Kyabra Rd Drainage Improvement	R	DIS	-	55,617	-	55,617	55,617	61,402			61,402
Ray Rd Drainage Improvements	R	DIS	0	49,885	-	49,885	49,885	49,209			49,209
Wallyah Rd Drainage 2.057-2.097	R	DIS	-	41,497	-	41,497	41,497	36,665			36,665
Humeburn Rd Drainage 33.39-33.4	R	DIS	-	37,776	-	37,776	37,776	34,149			34,149
LRCIP Project prior year adjustment	R	DIS	-	-	-	-	-	73,134			73,134
Sealing Napoleon Road	N	DIS	-	127,489	-	127,489	127,489	140,000			140,000
Sealing Adavale - Black Road (Part 2) Ch7.600 - Ch 11.100	N	DIS	-	239,383	115,908	355,291	355,291	235,000			235,000
New Lockabie Road - 3rd concrete floodway	N	DIS	-	-	-	-	-	55,000			55,000
Ray Road (Ch 8300 and Ch 12860)	R	DIS	-	-	-	-	-	75,000			75,000
Orangeberry Road (Ch 53.76, Ch24.68, Ch55.8, Ch57.55, Ch60.22)	R	DIS	-	-	-	-	-	125,000			125,000
Tobermory Road (Ch18.66, Ch18.7, Ch18.76, Ch47.19, Ch76.79)	R	DIS	-	-	-	-	-	150,000			150,000
Congie Road (Ch27.96, Ch54.68, Ch23.42)	R	DIS	-	-	-	-	-	110,000			110,000
			\$ 523,192	\$ 1,851,667	\$ 578,365	\$ 2,430,032	\$ 2,953,224	\$ 5,329,480	\$ 11,607,375	\$ -	\$ 16,936,855
Water Infrastructure											
Sommerfield Road Water Main Upgrade (Carry-over Project)	U	DDIS	110,043	210,468	4,840	215,308	325,351	249,957			249,957
Adavale Water Main Replacement (Carry-over Project)	R	DDIS	78,886	7,156	-	7,156	86,042	181,114			181,114
Chipu Street (150 mm) – 1000 l/m	R	DDIS	-	-	-	-	-	-			-
Boonkai Steet (100 mm) – 950 l/m	R	DDIS	-	-	-	-	-	-			-
Gyrica Street Water Main Replacement	R	DDIS	-	-	-	-	-	180,000			180,000

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For the month ending 30 April 2026

PROJECT DETAILS											
Project Description	Type	RD	WIP at 30 June 2025	Current Year [Actual]	Current Year [Committed]	Total Year to Date	Total Project Cost	Project Budget 2025/26	Project Budget 2026/27	Project Budget 2027/28	Total Project Budget
Winchu Street Water Main Replacement	R	DDIS		-	-			120,000			120,000
			\$ 188,929	\$ 217,625	\$ 4,840	\$ 222,465	\$ 411,394	\$ 731,071	\$ -	\$ -	\$ 731,071
										0	
Sewerage Infrastructure											
Quilpie Sewerage Treatment Plant Design	R	DIS	738,173	-	-	-	738,173	-	10,000,000		10,000,000
Quilpie Sewerage Treatment Plant Construction		DIS	3,854	-	6,288	6,288	10,142				-
Sewer Pump Station at Quarrion Street, Quilpie (SPS002) (Carry-over Project)	R	DIS	5,689	302,780	-	302,780	308,469	297,541			297,541
Eromanga Sewerage	R	DDIS	-	6,280	-	6,280	6,280	100,000			100,000
Onsite Sewerage Upgrade - Eromanga Recreation Reserve	R	DDIS	-	17,000	-	17,000	17,000	50,000			50,000
			\$ 747,716	\$ 326,060	\$ 6,288	\$ 332,348	\$ 1,080,063	\$ 447,541	\$ 10,000,000	\$ -	\$ 10,447,541
TOTAL			\$ 8,239,923	\$ 7,030,509	\$ 1,994,910	\$ 10,280,704	\$ 25,537,490	\$ 19,572,946	\$ 66,617,965	\$ 6,900,000	\$ 98,731,905

14 OFFICE OF THE CEO

Nil

15 CONFIDENTIAL ITEMS

RECOMMENDATION

In accordance with the provisions of section 254J(3) of the *Local Government Regulation 2012*, that Council resolve to close the meeting to the public at **insert time** to discuss a confidential item that its Councillors consider is necessary to close the meeting.

In accordance with Section 254J(3) of the *Local Government Regulation 2012*, the following table provides:

- (a) the matter that is to be discussed; and
- (b) an overview of what is to be discussed while the meeting is closed.

Agenda Item	Reasons Matters to be discussed (to close the meeting under the <i>Local Government Regulation 2012</i>)	Overview
15.1 Sale of Land for Overdue Rates and Charges	((e)) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government; ((f)) matters that may directly affect the health and safety of an individual or a group of individuals;	This report is presented to Council to consider whether to sell the land listed in the below Schedule for overdue rates or charges under Chapter 4, Part 12, Division 3 of the <i>Local Government Regulation 2012</i> .
15.2 Quilpie Airport - Valuation of Hangar Lease Lots and Draft Lease Agreement	((g)) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;	The purpose of this report is to inform Council of the independent desktop rental assessment undertaken for the proposed aircraft hangar lease lots at the Quilpie Airport and to present the draft trustee lease agreement prepared for prospective lessees. This report also seeks preliminary feedback from Council on both documents prior to broader community consultation being undertaken. Following consideration of any feedback received from Councillors, the proposed rental rate for the hangar lease lots and the draft Trustee Lease Agreement will

		<p>then be released for community consultation.</p> <p>A further report will subsequently be presented to Council outlining the outcomes of the consultation process and any recommended amendments prior to any final decisions being made regarding the implementation of the proposed leasing framework.</p>
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- 16 LATE ITEMS**
- 17 GENERAL BUSINESS**
- 18 MEETING DATES**