

QUILPIE SHIRE COUNCIL

OPERATIONAL PLAN 2025-2026



The Operational Plan sets out the action areas to deliver the strategic goals for the period July 2025 to June 2026, as identified in the Quilpie Shire Council 2022-2027 Corporate Plan – Future Roadmap.

ADAVALE | CHEEPIE | EROMANGA | QUILPIE | TOOMPINE



AT A GLANCE

OUR VISION

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

OUR MISSION

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

MEASURING SUCCESS

The strategic focus areas identified in the Corporate Plan will be delivered through the actions in the Operational Plan. Performance indicators have been embedded into the development of the actions.

OUR PRINCIPLES

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

"THE FUTURE BELONGS
TO THOSE WHO PREPARE
FOR IT TODAY."

Great Place to Live

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

Flourishing Economy

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

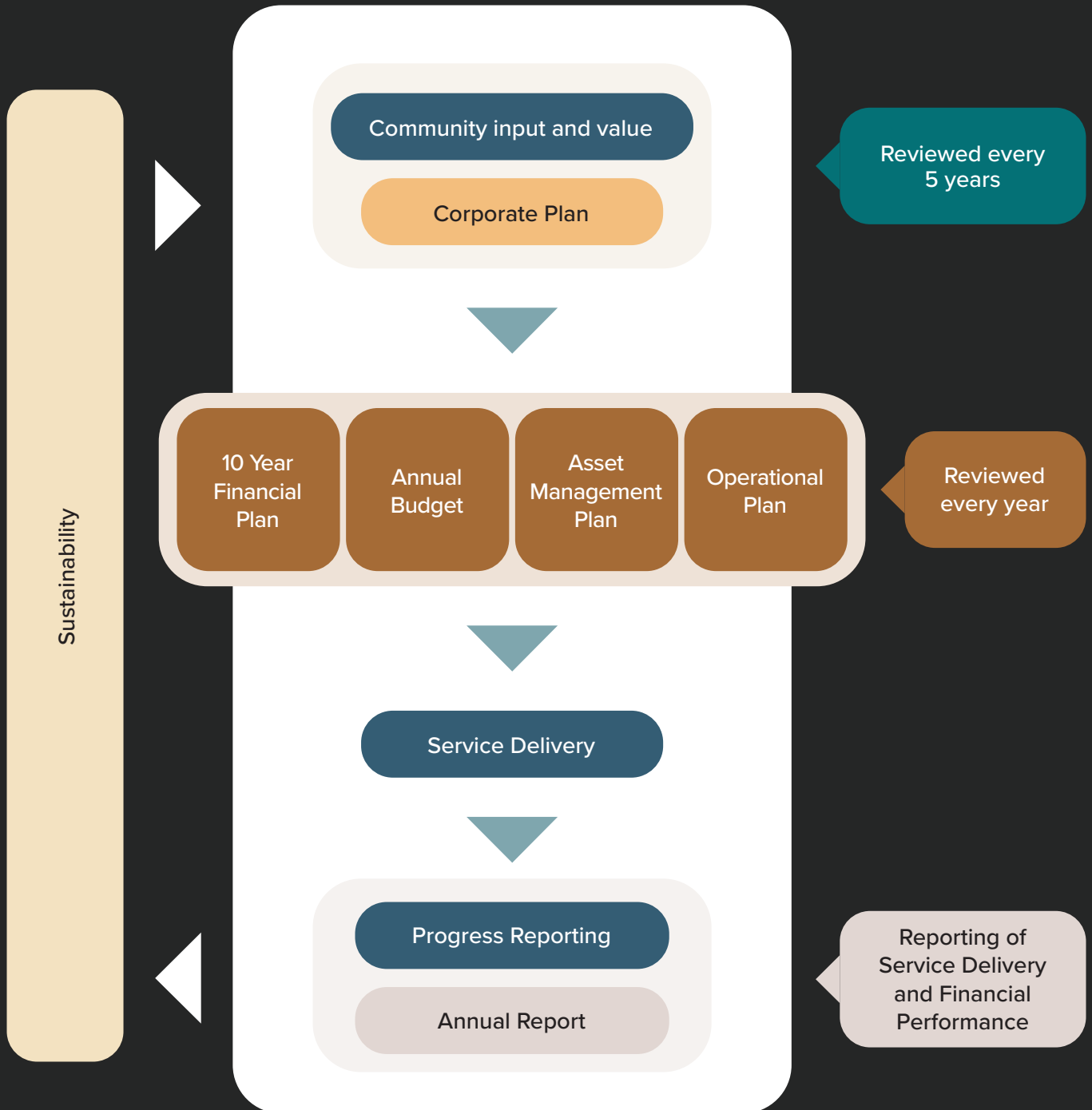
Environmental Sustainability

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

Strong Governance

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

OVERVIEW – STRATEGY IN ACTION



ABOUT THE OPERATIONAL PLAN

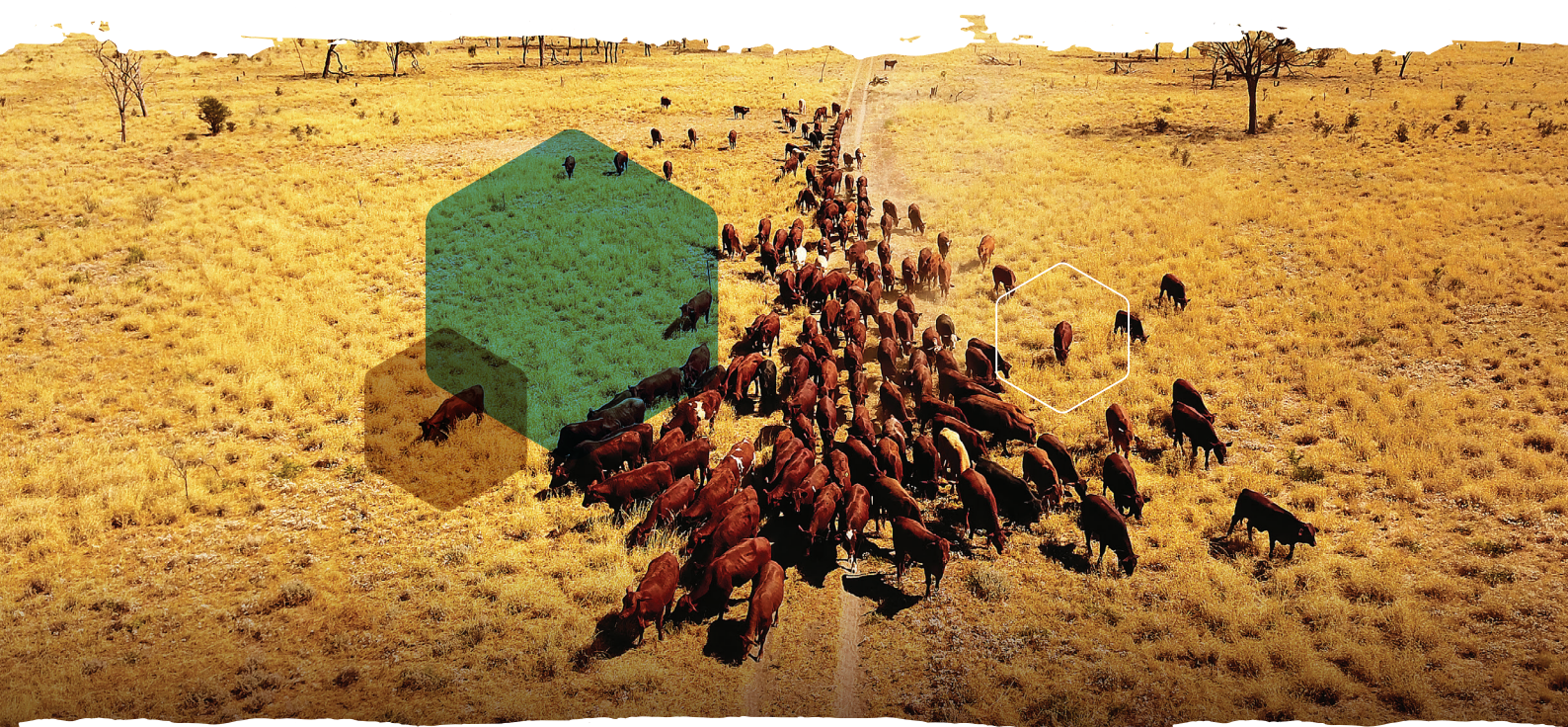
Our Operational Plan and Budget set the direction for the 2025/26 financial year and identify how we will measure our performance. The Operational Plan is a one-year plan that details the day to day operations of council to deliver its services to the community, building and delivering on the Corporate Plan. The development of Council's Operational Plan is a legislative requirement of the *Local Government Act 2009* and *Local Government Regulation 2012*. Legislation requires that the annual Operational Plan and Budget be consistent.

Council's Budget and Operational Plan have been developed consistent with the following local government principles prescribed in the *Local Government Act 2009*:

- Transparent and effective processes and decision making in the public interest;
- Ethical and legal behaviour of councillors and local government employees;
- Sustainable development and management of assets and infrastructure, and delivery of effective services;
- Good governance of, and by, local government;
- Democratic representation, social inclusion and meaningful community engagement.

ALIGNING THE OPERATIONAL PLAN TO THE BUDGET

The Budget and Operational Plan are structured in line with the services and projects delivered by council.



MANAGING OPERATIONAL RISKS AND OPPORTUNITIES

The operational planning process includes management of Council’s strategic and operational risks and opportunities. Council’s commitment to risk management is outlined in the Enterprise Risk Management Policy.

In 2025/2026, Council will progress the implementation of its Corporate Plan 2022/2027 and its risk management strategy.

Local government planning and operations	How we are managing risks and opportunities
Risk integration	<p>Risk identification and management</p> <p>We don’t want to wait for something to go wrong or happen to us. We work together to think ahead and get on the front foot in managing our operations.</p> <p>This means embedding risk identification and management at each step of Council’s planning and operations:</p> <ul style="list-style-type: none"> • Corporate plan (in preparation for our new plan in 2026) • Annual operational plan • Council decision-making (Council meeting agenda reports) • Project planning • On the job <ul style="list-style-type: none"> Process development – Multi-year project Standard Operating Procedure development (New) – Multi-year project
Legislative	<p>Measuring and monitoring our performance</p> <p>We are progressively including individual legislative due dates, tasks and responsible officers in Council’s new planning and performance software.</p> <p>This will assist Councillors, the executive leadership team and all employees to monitor progress.</p> <p>Each year we will publish a legislative compliance scorecard.</p> <p><i>Note: Councillors’ and employees’ legislative responsibilities are aligned as follows:</i></p> <p>Councillors (Section 12 (3) (a) Local Government Act 2009)</p> <p>(3) All councillors have the following responsibilities—</p> <ol style="list-style-type: none"> a. ensuring the local government— <ol style="list-style-type: none"> i. discharges its responsibilities under this Act; and ii. achieves its corporate plan; and iii. complies with all laws that apply to local governments. <p>Employees (Section 13 (2) (b) Local Government Act 2009)</p> <p>(2) All employees have the following responsibilities—</p> <ol style="list-style-type: none"> b. carrying out their duties in a way that ensures the local government— <ol style="list-style-type: none"> i. discharges its responsibilities under this Act; and ii. complies with all laws that apply to local governments; and iii. achieves its corporate plan.





Local government planning and operations	How we are managing risks and opportunities
Regulatory and Public health	<p>Team focus</p> <p>Where Council service delivery is overseen by Queensland Government regulators (e.g. Water, Sewerage, Waste), both councillors and employees will monitor compliance through quarterly reporting (minimum).</p> <p>We will program and resource/fund implementation of prioritised recommendations and opportunities for improvement.</p> <p>Executive leadership</p> <p>All levels of leadership will collaborate on the drinking water quality management plan given its importance for our ratepayers and public health.</p>
Legal	<p>Advice if needed</p> <p>Given our size, we cannot afford to employ a legal officer.</p> <p>However, where a matter arises that is beyond our skills, knowledge and experience, a nominated officer will seek guidance for Council, and a copy will be centrally retained to help future Councils.</p> <p>Any legal advice received in relation to a matter before Council will be attached unaltered to a meeting agenda report.</p> <p>Responsibilities in writing and agreed</p> <p>Where Council works with other entities to deliver activities, services or projects, the responsibilities for each will be included in written / signed agreements (e.g. licence agreements, lease agreements, user agreements or contracts).</p> <p>Unless a specific type of contract, or variation, is formally delegated to the Chief Executive Officer, all documents that seek commitments from Council will be formally tabled at a Council meeting.</p> <p>This will ensure that the elected Council agrees with the proposed terms and conditions.</p> <p>Goals and roles</p> <p>Ongoing responsibilities will be progressively allocated to relevant positions and recorded in annual goals and position descriptions so that they don't get forgotten as employees change (Training and support for employees).</p> <p>A stocktake of current agreements is underway to ensure electronic access is readily accessible to relevant team members and to members of the Executive Leadership Team.</p> <p>Electronic signing</p> <p>We are mindful that the postal service can result in delays in finalising legal agreements or mail going astray.</p> <p>We are implementing software to provide for electronic signing and secure storage of legal documents.</p> <p>Review</p> <p>A streamlined, low cost delegation and authorised persons process will be implemented and administered. An annual review will be undertaken to ensure that employees' responsibilities are current and fresh in everyone's mind.</p> <p>Council meeting actions (implementation of decisions)</p> <p>We will set up performance tracking for implementation of Council decisions (within our new performance software).</p>

Local government planning and operations	How we are managing risks and opportunities
Financial <ul style="list-style-type: none"> • Queensland government funding (O) • Australian government funding (O) 	<ul style="list-style-type: none"> • The annual operational plan will identify projects where external funding opportunities are identified or needed. • We will continue to develop our planning process for the short, medium and longer term, while being flexible enough to respond to unexpected challenges. • Interim reviews of our progress will occur on a quarterly basis. • The Mayor and Councillors will continue to advocate for Shire needs through national, state and regional networks, and with relevant members of parliament as opportunities arise. • It is recognised that major project funding often takes time and persistence, and efforts can span multiple years and funding rounds. Councillors and officers will provide updates through Council meetings. • To assist Councillors, project overviews will continue to be prepared including estimated project benefits and costs for discussion with other tiers of government, potential contributors (e.g. industry) and the community. • Business cases and/or whole-of-life costing will be prepared for major projects that will (if approved) result in additional annual operating costs. This will ensure affordability for the shire into the future.
Financial <ul style="list-style-type: none"> • Queensland government funding (R) • Australian government funding (R) 	<ul style="list-style-type: none"> • Announcements of government funding rounds will be monitored, and funding submissions will be prepared if they align with existing, identified shire needs. • Once approval for funding is received and agreements are signed by both parties, due dates and tasks will be entered and tracked for compliance. • Given the importance of external funding to Quilpie Shire Council, progress reporting will be collaborative across relevant Directorates but centrally coordinated for updates to Council and the funding bodies. <p><i>Refer also Capital catchups below.</i></p>
Project (R)	<p>Capital catchups</p> <p>We recognise that even with the best planning, the unexpected can arise when undertaking projects. Project risks include (but are not limited to weather, material lead times, goods and services availability and resourcing challenges). This may ultimately have implications for compliance with funding agreement due dates.</p> <p>The Executive Leadership Team and key officers will meet regularly to identify and collaborate on managing individual projects' current and emerging risks and monitor progress.</p> <p>Fit for purpose assets and infrastructure</p> <p>Consultation will occur in the early design stages (when it is least expensive to make changes) with local, cultural heritage and specialist representatives to ensure that the final product will meet end user needs.</p>

MEASURING OUR PERFORMANCE

Regular reporting provides Council with the opportunity to ensure services are delivered in a timely manner and within allocated resources. It also enables council to be more responsive to significant changes in the operating environment that can impact on organisational capacity to deliver our services. To this end this Operational Plan will be reviewed on a quarterly basis.

KEY

-  Completed
-  Overdue
-  On track
-  Behind
-  Not started

LEAD DIRECTORATES

- Office of the Chief Executive Officer
- Community and Business Development
- Infrastructure Services
- Corporate Services



QUILPIE SHIRE COUNCIL OPERATIONAL PLAN 2025-2026

GOALS AND STRATEGIC ACTIONS

7/10/2025

1. GREAT PLACE TO LIVE

Goal	Lead Directorate	Managing risks / opportunities
1.1 Well planned and highly liveable communities	Infrastructure Services	Strategic (R)
→ 1.1.B Building and development	Infrastructure Services	Strategic (R)
→ 1.1.B1 Building and planning (development)	Corporate Services	Strategic (R) Public safety (R) Legislative (R)
→ 1.1.B2 Planning scheme	Corporate Services	Legislative (R) Queensland government funding (O)
→ 1.1.B3 Housing construction and refurbishment (Complete 2024/25)	Infrastructure Services	Strategic (R) Customer (R)
→ 1.1.B4 Housing (2025/26)	Office of the Chief Executive Officer (CEO)	Strategic (R) Customer (R)
→ 1.1.B5 Sale of Council housing	Office of the Chief Executive Officer (CEO)	-
→ 1.1.B6 Residential estate	Office of the Chief Executive Officer (CEO)	Strategic (R) Financial (R) Queensland government funding (O) Project - Capital (R)
→ 1.1.B7 Council buildings and facilities	Infrastructure Services	Project - Capital (R)
→ 1.1.B8 Powerhouse estate development	Office of the Chief Executive Officer (CEO)	Project - Capital (R)
→ 1.1.B9 Housing administration	People and Safety	Project - Capital (R)
→ 1.1.C Child care	Office of the Chief Executive Officer (CEO)	Strategic (R) Financial (R) Customer (R)
→ 1.1.C1 Childcare centre	Office of the Chief Executive Officer (CEO)	Strategic (R) Customer (R) Project - Capital (R)
→ 1.1.D Eromanga school (buildings and other structures)	Community and Business Development	Legal (R)

Goal	Lead Directorate	Managing risks / opportunities
→ 1.1.C1 Eromanga school	Community and Business Development	Legal (R)
→ 1.1.E Events (community)	Community and Business Development	-
→ 1.1.E1 Event management	Community and Business Development	-
→ 1.1.E2 Event support	Infrastructure Services	-
→ 1.1.E3 Special projects - Events	Infrastructure Services	-
→ 1.1.F Grants (community)	Community and Business Development	-
→ 1.1.F1 Grants (community)	Community and Business Development	Legislative (R)
→ 1.1.G Gyrica Gardens (seniors' housing)	Community and Business Development	Community satisfaction survey 2025 (O)
→ 1.1.G1 Policy development	Community and Business Development	-
→ 1.1.G2 Inspection program	Community and Business Development	Public safety (R)
→ 1.1.G3 Maintenance	Infrastructure Services	Public safety (R)
→ 1.1.G4 Refurbishment program	Infrastructure Services	Public safety (R)
→ 1.1.H Health and wellbeing	Community and Business Development	-
→ 1.1.H1 Health promotion program - Service planning and agreement	Community and Business Development	Queensland government funding (O)
→ 1.1.H2 Health promotion program - Operations	Community and Business Development	-
→ 1.1.H3 Quilpie Multi-Purpose Health Service - Community Advisory Network	Community and Business Development	Customer (O)
→ 1.1.H4 South West Hospital and Health Service (SWHHS) - Community Advisory Network	Community and Business Development	Customer (O)
→ 1.1.H5 SWHHS - Mental health consumer group	Community and Business Development	Customer (O)
→ 1.1.H6 SWHHS - South West Primary Health Network Consumer Advisory Committee	Community and Business Development	Customer (O)
→ 1.1.H7 Care Collective South West Primary Care Pilot Program	Community and Business Development	Customer (O)
→ 1.1.I Local disaster management	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I0 Local government functions	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I01 Local disaster management group (LDMG) leadership	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I02 Local disaster coordination	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I03 Local disaster secretariat	Office of the Chief Executive Officer (CEO)	Legislative (R) Public health (R)
→ 1.1.I04 Local disaster management group (LDMG)	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I04 Local disaster recovery coordination (Deputy coordinator)	Community and Business Development	Public safety (R)
→ 1.1.I05 Local disaster management plan (LDMP)	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I06 Plan review (LDMP)	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I07 LDMP availability for inspection	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I08 Annual status report	Office of the Chief Executive Officer (CEO)	Public safety (R)

Goal	Lead Directorate	Managing risks / opportunities
→ 1.1.I09 Local disaster coordination centre (LDCC)	Office of the Chief Executive Officer (CEO)	Public safety (R)
→ 1.1.I20 Annual notice (LDMG)	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I21 Disaster response funding arrangements (Counter disaster operations)	Office of the Chief Executive Officer (CEO)	Legislative (R) Public safety (R)
→ 1.1.I22 Disaster recovery funding arrangements (Counter disaster operations)	Community and Business Development	Legislative (R) Public safety (R)
→ 1.1.I23 Disaster reconstruction works of essential public assets	Infrastructure Services	Legislative (R) Public safety (R)
→ 1.1.I23 Exclusion fence restitution program - Grant administration services	Community and Business Development	Legislative (R) Public safety (R)
→ 1.1.K Local laws and compliance	Community and Business Development	Legal (R)
→ 1.1.K1 Service planning	Community and Business Development	-
→ 1.1.K2 Local laws and compliance	Community and Business Development	Legal (R)
→ 1.1.K3 Systematic animal inspection program	Community and Business Development	Public safety (R)
→ 1.1.K4 Food safety and licensing - Inspect and enforce (if required)	Community and Business Development	Public health (R)
→ 1.1.L Library services	Community and Business Development	-
→ 1.1.L1 Service planning and agreements	Community and Business Development	-
→ 1.1.L2 Operate and maintain	Community and Business Development	Customer (R)
→ 1.1.M Liveability performance indicators	Community and Business Development	-
→ 1.1.N National Disability Insurance Scheme (NDIS)	Community and Business Development	-
→ 1.1.I1 Service planning	Community and Business Development	Australian government funding (O)
→ 1.1.I2 Operations	Community and Business Development	-
→ 1.1.Q Quilpie contacts	Community and Business Development	-
→ 1.1.Q1 Quilpie contacts for programs, services and projects.	Community and Business Development	Project - Capital (R) Customer (R) Financial (R) Community satisfaction survey 2025 (O)
→ 1.1.T Television and radio	Community and Business Development	Customer (R)
→ 1.1.U Cemeteries (Quilpie, Toompine, Eromanga, Adavale)	Community and Business Development	-
→ 1.1.U1 Administration	Community and Business Development	-
→ 1.1.U2 Grounds	Infrastructure Services	-
→ 1.1.U3 Quilpie cemetery - Special projects	Community and Business Development	-
→ 1.1.U4 Quilpie cemetery - Capital projects	Infrastructure Services	Project - Capital (R)
→ 1.1.W Water service and infrastructure	Infrastructure Services	Regulatory (R) Legislative (R) Financial (R) Public health (R) Customer (R)
→ 1.1.W1 Drinking water quality management plan, reviews, independent audits.	Infrastructure Services	Regulatory (R) Legislative (R) Financial (R) Public health (R) Customer (R)

Goal	Lead Directorate	Managing risks / opportunities
→ 1.1.W2 Asset management sub-plan	Infrastructure Services	Strategic (R) Legislative (R) Financial (R)
→ 1.1.W3 Public access	Infrastructure Services	Legislative (R)
→ 1.1.W4 Statewide water information management (SWIM) reporting - Water	Infrastructure Services	Customer (R)
→ 1.1.W5 Quilpie water supply scheme	Infrastructure Services	Regulatory (R) Legislative (R) Financial (R) Public health (R) Customer (R)
→ 1.1.W6 Eromanga water supply scheme	Infrastructure Services	Regulatory (R) Legislative (R) Financial (R) Public health (R) Customer (R)
→ 1.1.W7 Non-potable water supply for Adavale, Cheepie and Toompine	Infrastructure Services	Customer (R)
→ 1.1.W8 Capital projects - Water	Infrastructure Services	Project - Capital (R)
→ 1.1.W9 Special projects - Water	Infrastructure Services	-
1.2 Spaces to bring people together for recreation, socialisation and enjoyment of the landscapes	Community and Business Development	-
→ 1.2.A Adavale sport and recreation facility	Community and Business Development	-
→ 1.2.A1 User agreement	Community and Business Development	Legal (R)
→ 1.2.A2 Operate and maintain	Community and Business Development	-
→ 1.2.A3 Capital projects - Adavale sport and recreation facility	Infrastructure Services	-
→ 1.2.B Bulloo Park	Community and Business Development	-
→ 1.2.B1 User agreement	Community and Business Development	Legal (R)
→ 1.2.B2 Operate and maintain	Infrastructure Services	-
→ 1.2.B3 Special projects - Bulloo Park	Community and Business Development	-
→ 1.2.B4 Capital projects - Bulloo Park	Infrastructure Services	Project - Capital (R)
→ 1.2.C Baldy Top	Community and Business Development	Natural assets - community and tourism (O)
→ 1.2.C1 Baldy Top - Capital projects	Infrastructure Services	Project - Capital (R)
→ 1.2.D Bob Young Memorial Park	Infrastructure Services	-
→ 1.2.D1 Capital projects - Bob Young Memorial Park	Infrastructure Services	Project - Capital (R)
→ 1.2.E Eromanga pool - Develop, maintain and lease	Community and Business Development	-
→ 1.2.E1 Lease agreement	Community and Business Development	Legal (R)
→ 1.2.E2 Safe pool operations	Community and Business Development	-
→ 1.2.E3 Eromanga pool filtration	Community and Business Development	-
→ 1.2.E4 Capital projects - Eromanga pool	Community and Business Development	Project - Capital (R)
→ 1.2.F Eromanga town	Community and Business Development	-
→ 1.2.F1 Special projects - Eromanga town	Community and Business Development	Project - Capital (R)
→ 1.2.G Eromanga rodeo grounds	Community and Business Development	-
→ 1.2.G1 User agreement	Community and Business Development	-

Goal	Lead Directorate	Managing risks / opportunities
→ 1.2.G2 Operate and maintain	Community and Business Development	-
→ 1.2.G3 Special projects - Rodeo Grounds (Eromanga)	Community and Business Development	-
→ 1.2.G4 Capital projects - Rodeo Grounds (Eromanga)	Community and Business Development	-
→ 1.2.H Hall (Quilpie)	Community and Business Development	-
→ 1.2.H1 Special projects - Quilpie Hall	Community and Business Development	-
→ 1.2.J John Waugh Park	Community and Business Development	-
→ 1.2.J1 User agreement	Office of the Chief Executive Officer (CEO)	Legal (R)
→ 1.2.J2 Operate and maintain	Infrastructure Services	-
→ 1.2.J3 Special projects - John Waugh Park	Office of the Chief Executive Officer (CEO)	Strategic asset (O)
→ 1.2.J4 Capital projects - John Waugh Park	Community and Business Development	-
→ 1.2.K Knot-a-Saurus Park	Infrastructure Services	-
→ 1.2.K Capital works - Knot-a-Saurus Park (Eromanga)	Infrastructure Services	-
→ 1.2.O Opalopolis Park	Infrastructure Services	-
→ 1.2.O1 Capital projects - Opalopolis Park	Infrastructure Services	Project - Capital (R)
→ 1.2.P Plant and equipment hire and use of roads/streets	Community and Business Development	-
→ 1.2.P1 Equipment hire	Community and Business Development	-
→ 1.2.P2 Bus hire	Infrastructure Services	-
→ 1.2.P3 Road / street use	Infrastructure Services	-
→ 1.2.Q Quilpie pool - Develop, maintain and lease	Community and Business Development	-
→ 1.2.Q1 Lease agreement	Community and Business Development	Legal (R)
→ 1.2.Q2 Safe pool operations	Community and Business Development	-
→ 1.2.Q3 Quilpie pool filtration	Community and Business Development	-
→ 1.2.Q4 Capital projects - Quilpie pool	Infrastructure Services	-
→ 1.2.R Quilpie powerhouse	Office of the Chief Executive Officer (CEO)	-
→ 1.2.R1 Capital projects - Quilpie powerhouse	Office of the Chief Executive Officer (CEO)	Project - Capital (R)
→ 1.2.S Quilpie main street (Brolga St)	People and Safety	-
→ 1.2.S1 Special projects - Quilpie main street (Brolga St)	People and Safety	-
→ 1.2.T Toompine progress association / Toompine polocrosse	Community and Business Development	-
→ 1.2.T1 User agreement	Community and Business Development	Legal (R)
→ 1.2.T2 Operate and maintain	Community and Business Development	-
→ 1.2.U Toompine town	Community and Business Development	-
→ 1.2.U1 Special projects - Toompine town	Community and Business Development	Legal (R)
→ 1.2.W Public spaces	Infrastructure Services	-
→ 1.2.W1 Capital projects - Watering (irrigation systems)	Infrastructure Services	-
→ 1.2.W2 Town services	Infrastructure Services	-
1.3 Capacity building for leaders and volunteers	Community and Business Development	-

Goal	Lead Directorate	Managing risks / opportunities
↳ 1.3.A Not-for-profit organisation support	Community and Business Development	-
↳ 1.3.A1 Support	Community and Business Development	-
↳ 1.3.A2 Information, training, events	Community and Business Development	-
1.4 Supported and engaged youth	Community and Business Development	-
↳ 1.4.A Youth programs	Community and Business Development	-
↳ 1.4.A1 Service planning	Community and Business Development	-
↳ 1.4.A2 Program delivery	Community and Business Development	-
1.5 Celebration of the arts, culture, and local and natural history	Community and Business Development	-
↳ 1.5.A Regional arts development fund (RADF)	Community and Business Development	-
↳ 1.5.B Western Queensland touring circuit (WTC)	Community and Business Development	-
↳ 1.5.C South Queensland regional arts services network (SQRASN)	Community and Business Development	-
1.6 Recognition and celebration of Indigenous culture	Community and Business Development	-
↳ 1.6.A Cultural heritage	Community and Business Development	Legislative (R)
↳ 1.6.A1 Cultural heritage - Engage for capital works program	Community and Business Development	Legislative (R)

2. FLOURISHING ECONOMY

Goal	Lead Directorate	Managing risks / opportunities
2.1 Build digital capacity for townships and end-users	Corporate Services	-
→ 2.1.A Digital strategy - Develop and deliver, identify and present opportunities to Council	Community and Business Development	-
→ 2.1.A1 Business digital strategy - Develop and deliver	Community and Business Development	-
2.2 Enhance and support our agricultural industry, resource sector and all businesses	Community and Business Development	-
→ 2.2.A Assist the business community to connect, grow, diversify and innovate	Community and Business Development	-
→ 2.2.A1 Economic and business development strategy	Community and Business Development	-
→ 2.2.A2 Performance indicators	Community and Business Development	-
→ 2.2.A3 Industry partners' engagement and actions	Community and Business Development	-
→ 2.2.A4 Assistance, connections and events	Community and Business Development	-
→ 2.2.A5 Marketing and promotion	Community and Business Development	-
→ 2.2.A6 Buy Local campaign	Community and Business Development	-
→ 2.2.A7 Advocacy	Community and Business Development	-
→ 2.2.B Manage Invasive plants and animals	Community and Business Development	Legislative (R)
→ 2.2.B1 Biosecurity plan	Community and Business Development	Legislative (R) Environmental (R)
→ 2.2.B2 Weed control program	Community and Business Development	-
→ 2.2.B3 Wild dog baiting programs and hotspot baiting	Community and Business Development	Environmental (R) Customer (R) Community satisfaction survey 2025 (O)
→ 2.2.B4 Funded (operational) pest management initiatives	Community and Business Development	-
→ 2.2.B5 Exclusion fencing	Community and Business Development	-
→ 2.2.C Stock route, town common and reserves including fire breaks	Community and Business Development	-
→ 2.2.C1 Stock route	Community and Business Development	-
→ 2.2.C2 Town common	Community and Business Development	-
→ 2.2.C3 Reserves including fire breaks	Community and Business Development	Public safety (R) Environmental (R)
2.3 Facilitate and support innovation, ideas-building and new industry	Community and Business Development	-
→ 2.3.A1 New and prospective businesses	Community and Business Development	-
→ 2.3.A2 Business opportunities prospectus	Community and Business Development	-
→ 2.3.A3 Cross sector collaboration	Community and Business Development	-
2.4 Capture opportunities around the 2032 Olympics	Community and Business Development	-
→ 2.4.A1 Major national and state events	Community and Business Development	-
2.5 Provide a sought-after visitor experience and build experiential tourism	Community and Business Development	-
→ 2.5.A Tourism strategy and assets	Community and Business Development	Natural assets - community and tourism (O)
→ 2.5.A1 Tourism strategy	Community and Business Development	-
→ 2.5.A2 Visitor information centre	Community and Business Development	-

Goal	Lead Directorate	Managing risks / opportunities
→ 2.5.A3 Tourism development and events	Community and Business Development	-
→ 2.5.A4 Home grown tourism	Community and Business Development	-
→ 2.5.A5 Experiential tourism	Community and Business Development	Natural assets - community and tourism (O)
→ 2.5.A6 Regional car hire business	Community and Business Development	Strategic (O)
→ 2.5.A7 Tourism performance indicators	Community and Business Development	-
→ 2.5.B Tourism partnerships	Office of the Chief Executive Officer (CEO)	-
→ 2.5.B1 Eromanga Natural History Museum	Office of the Chief Executive Officer (CEO)	Natural assets - community and tourism (O) Australian government funding (O) Queensland government funding (O)
2.6 Build partnerships and grow opportunity with traditional owners	Community and Business Development	-
→ 2.6.A1 Economic and tourism	Community and Business Development	-
2.7 Maintain safe and efficient transport networks	Infrastructure Services	-
→ 2.7.A Air and road (transport) infrastructure	Infrastructure Services	-
→ 2.7.A1 Airport (Quilpie) and airstrips	Infrastructure Services	Queensland government funding (O) Australian government funding (O) Strategic asset (O) Project - Capital (R)
→ 2.7.A2 Roads and drainage (transport)	Infrastructure Services	Community satisfaction survey 2025 (O) Project - Capital (R)
→ 2.7.A3 Footpaths	Infrastructure Services	Public safety (R)
→ 2.7.A4 Quarry pits	Infrastructure Services	Regulatory (R) Project - Capital (R) Financial (R) Legislative (R)

3. ENVIRONMENTAL SUSTAINABILITY

Goal	Lead Directorate	Managing risks / opportunities
3.1 Reduce the impact of waste on the environment	Infrastructure Services	-
→ 3.1.A Waste disposal and transfer stations	Infrastructure Services	Community satisfaction survey 2025 (O) Regulatory (R) Environmental (R) Legislative (R)
→ 3.1.A1 Waste environmental authority	Infrastructure Services	Regulatory (R) Legislative (R)
→ 3.1.A2 Quilpie landfill, transfer station and broader site	Infrastructure Services	Regulatory (R) Legislative (R)
→ 3.1.A3 Eromanga transfer station	Infrastructure Services	Regulatory (R) Legislative (R)
→ 3.1.A4 Toompine transfer station	Infrastructure Services	Regulatory (R) Legislative (R)
→ 3.1.A5 Adavale transfer station	Infrastructure Services	Regulatory (R) Legislative (R)
→ 3.1.A6 Waste collection	Infrastructure Services	Community satisfaction survey 2025 (O) Customer (R)
→ 3.1.B Sewerage service	Infrastructure Services	-
→ 3.1.B1 Sewerage environmental authority	Infrastructure Services	-
→ 3.1.B2 Sewerage treatment and reticulation network	Infrastructure Services	-
→ 3.1.B3 Statewide water information management (SWIM) reporting - Sewerage	Infrastructure Services	Queensland government (R)
→ 3.1.B4 Special projects - Sewerage	Infrastructure Services	-
→ 3.1.B5 Capital projects - Sewerage	Infrastructure Services	-
3.2 Research and implement renewable energy options	Office of the Chief Executive Officer (CEO)	Technological (O)
→ 3.2.A Community energy upgrade	Office of the Chief Executive Officer (CEO)	Technological (O)
→ 3.2.A1 Council buildings	Office of the Chief Executive Officer (CEO)	Project - Capital (R) Technological (O)

4. STRONG GOVERNANCE

Goal	Lead Directorate	Managing risks / opportunities
4.1 Excellence in customer service	Corporate Services	-
→ 4.1.A Customer service (community)	Corporate Services	-
→ 4.1.A1 Customer service reception	Corporate Services	-
→ 4.1.A2 Council and directorates customer service (external)	Corporate Services	-
→ 4.1.A3 Administrative action complaints	Corporate Services	-
→ 4.1.B Customer service (internal)	Corporate Services	-
→ 4.2.B1 Customer (internal) feedback	Corporate Services	-
→ 4.2.B2 Procurement and payables	Corporate Services	Financial (R)
→ 4.2.B3 Strategic procurement - Lead development	Corporate Services	Financial (R)
→ 4.2.B4 Receivables	Corporate Services	Financial (R)
→ 4.2.B5 Store	Corporate Services	Financial (R)
→ 4.2.B6 Records	Corporate Services	-
→ 4.2.B7 Corporate services support	Corporate Services	-
4.2 Responsiveness to change and digitisation	Corporate Services	-
→ 4.2.A Identify, implement and continue to improve software to streamline service provision	Corporate Services	Technological (O)
→ 4.2.A1 Software for planning, goals and performance (Cascade)	Corporate Services	Technological (O)
→ 4.2.A2 Software for secure electronic signing of legal documents (Secured Signing)	Corporate Services	Technological (O)
→ 4.2.A3 Software for delegations and authorised persons powers (RelianSys)	Corporate Services	Technological (O)
→ 4.2.A4 Software for water and sewerage data (SWIM)	Corporate Services	Technological (O)
→ 4.2.B Deliver information and communications technology (ICT) services	Corporate Services	Technological (O) Technological (R)
→ 4.2.B1 Internal ICT service provision	Corporate Services	Technological (R)
→ 4.2.B2 Network and data security	Corporate Services	Technological (R)
→ 4.2.B3 Specialist IT service providers	Corporate Services	Technological (R)
→ 4.2.B4 Video conferencing - Purchase and operate	Corporate Services	Technological (O)
4.3 Good corporate governance	Corporate Services	-
→ 4.3.A Facilitate audit and risk management	Corporate Services	Financial (R)
→ 4.3.A1 Audit (external) - financial statements	Corporate Services	Legislative (R) Financial (R)
→ 4.3.A2 Audit committee	Corporate Services	Legislative (R) Financial (R)
→ 4.3.A3 Internal audit program	Corporate Services	Financial (R) Legislative (R)
→ 4.3.A4 Financial policies and processes	Corporate Services	Financial (R)
→ 4.3.A5 Enterprise risk register, policy and processes	Corporate Services	Strategic (R) Financial (R)

Goal	Lead Directorate	Managing risks / opportunities
→ 4.3.A6 Financial risks	Corporate Services	Legislative (R) Financial (R)
→ 4.3.A7 Operational risks	Community and Business Development	Legislative (R) Operational risk (Other)
→ 4.3.A8 Strategic risks	Office of the Chief Executive Officer (CEO)	Strategic (R)
→ 4.3.A9 Insurance policies	Corporate Services	Financial (R)
→ 4.3.C Compliance (legislation, standards, contracts)	Corporate Services	Legal (R) Legislative (R)
→ 4.3.C1 Compliance (contracts/agreements)	Corporate Services	Legal (R)
→ 4.3.D Delegations, sub-delegations, authorised persons (who, what, when, why)	Corporate Services	Legislative (R) Legal (R)
→ 4.3.D1 Delegations (Council to CEO)	Corporate Services	Legislative (R) Legal (R)
→ 4.3.D2 Sub-delegations (CEO to employees)	Corporate Services	Legislative (R)
→ 4.3.D3 Authorised persons powers (From CEO to other employees)	Corporate Services	Legislative (R)
→ 4.3.E Employees, leadership and management	Office of the Chief Executive Officer (CEO)	-
→ 4.3.E1 Employees, leadership and management - Directorates and teams	Office of the Chief Executive Officer (CEO)	-
→ 4.3.E2 Recruitment, selection, induction and onboarding	People and Safety	-
→ 4.3.E3 Certified agreement and industrial relations	People and Safety	-
→ 4.3.E4 Payroll processing	People and Safety	-
→ 4.3.E5 Staff support	People and Safety	-
→ 4.3.E6 Work programs	People and Safety	-
→ 4.3.E7 Offboarding	People and Safety	-
→ 4.3.E8 Organisational structure	Office of the Chief Executive Officer (CEO)	-
→ 4.3.G Governance	Corporate Services	Legislative (R) Regulatory (R)
→ 4.3.G1 Directorate governance	Corporate Services	Legislative (R) Regulatory (R)
→ 4.3.I Integrity functions	Corporate Services	-
→ 4.3.I1 Integrity functions coordination	Corporate Services	Legislative (R)
→ 4.3.I2 Directorate integrity functions	Corporate Services	-
→ 4.3.L Legal and local laws	Corporate Services	Legal (R)
→ 4.3.L1 Council legal and local laws	Corporate Services	Legal (R)
→ 4.3.L2 Directorate legal and local laws	Corporate Services	Legal (R)
→ 4.3.M Mayor and councillors	Corporate Services	Legislative (R)
→ 4.3.M1 Requests for assistance or information	Office of the Chief Executive Officer (CEO)	Legislative (R)
→ 4.3.M2 Advocacy	Office of the Chief Executive Officer (CEO)	Legislative (R) Queensland government funding (O) Australian government funding (O)

Goal	Lead Directorate	Managing risks / opportunities
↳ 4.3.M3 Civic and community events	Office of the Chief Executive Officer (CEO)	Legislative (R) Queensland government funding (O) Australian government funding (O)
→ 4.3.P Policies and processes	Corporate Services	-
↳ 4.3.P1 Policies - Coordinate on behalf of Council	Corporate Services	-
↳ 4.3.P2 Processes - Coordinate on behalf of Council	Corporate Services	-
→ 4.3.R Record-keeping and corporate knowledge retention	Corporate Services	Legislative (R)
↳ 4.3.R1 Record-keeping improvement projects	Corporate Services	Legislative (R)
↳ 4.3.R2 Directorate records management	Corporate Services	Regulatory (R)
→ 4.3.S Standard operating procedures	Corporate Services	-
↳ 4.3.S1 Standard operating procedures (Project scoping) - Directorate lists	Corporate Services	-
↳ 4.3.S2 Standard operating procedures	Corporate Services	-
4.4 Long-term financial sustainability underpinned by sound financial planning and accountability	Corporate Services	Legislative (R) Financial (R)
→ 4.4.A Financial planning	Corporate Services	Financial (R)
↳ 4.4.A1 Corporate plan	Corporate Services	Strategic (O) Strategic (R) Financial (R) Legislative (R)
↳ 4.4.A2 Annual operational plan	Corporate Services	Strategic (O) Strategic (R) Financial (R) Legislative (R)
↳ 4.4.A3 Annual budget including revenue statement	Corporate Services	Financial (R) Legislative (R)
↳ 4.4.A4 Budget monitoring, reviews and costing	Corporate Services	Financial (R)
↳ 4.4.A5 Long-term financial forecast	Corporate Services	Financial (R) Legislative (R)
↳ 4.4.A6 Long-term asset management plan	Corporate Services	Financial (R) Legislative (R)
↳ 4.4.A7 Quarterly progress reporting	Office of the Chief Executive Officer (CEO)	Financial (R) Legislative (R)
→ 4.4.B Financial accountability	Corporate Services	Financial (R)
↳ 4.4.B1 Financial statements and monthly reporting	Corporate Services	Financial (R) Legislative (R)
↳ 4.4.B3 Accounting records and reconciliations	Corporate Services	Financial (R)
↳ 4.4.B4 Annual report	Corporate Services	Legislative (R) Financial (R)
↳ 4.4.B5 Financial sustainability	Corporate Services	Financial (R)
↳ 4.4.B6 Grants and other external funding	Corporate Services	Australian government funding (O) Queensland government funding (O)
↳ 4.4.B7 Investments and cash flow management	Corporate Services	Financial (R)
↳ 4.4.B8 Borrowings / loan administration	Corporate Services	Legislative (R) Financial (R)

Goal	Lead Directorate	Managing risks / opportunities
↳ 4.4.B9 Government statistical and taxation returns	Corporate Services	Legislative (R) Financial (R)
4.5 Optimal asset management practices	Infrastructure Services	-
↳ 4.5.A Assets and registers	Corporate Services	Legislative (R) Financial (R)
↳ 4.5.A1 Comprehensive valuations	Corporate Services	Legislative (R) Financial (R)
↳ 4.5.A2 Desktop valuations	Corporate Services	Legislative (R) Financial (R)
↳ 4.5.A3 Fixed asset acquisitions and disposals	Corporate Services	Legislative (R) Financial (R)
↳ 4.5.A4 Project capitalisations from work in progress	Corporate Services	Legislative (R) Financial (R)
↳ 4.5.A5 Acquisitions, disposals and stocktaking	Corporate Services	Legislative (R) Financial (R)
↳ 4.5.A6 Loss of assets (money or property)	Corporate Services	Legislative (R) Financial (R)
↳ 4.5.B Business cases and whole of life costing	Corporate Services	Financial (R)
↳ 4.5.C Plant replacement program	Infrastructure Services	-
↳ 4.5.D New plant	Infrastructure Services	-
↳ 4.5.E Depot and workshop	Infrastructure Services	-
4.6 Inclusive community engagement and decision making	Office of the Chief Executive Officer (CEO)	-
↳ 4.6.A Community engagement	Community and Business Development	-
↳ 4.6.A1 Community advisory committee	Community and Business Development	Strategic (O) Customer (O)
↳ 4.6.A2 Community engagement framework	Community and Business Development	Strategic (O) Customer (O) Project - Capital (R)
↳ 4.6.B Council meetings	Office of the Chief Executive Officer (CEO)	-
↳ 4.6.B1 Agenda reports	Office of the Chief Executive Officer (CEO)	Legislative (R)
↳ 4.6.B2 Council meetings and minutes	Office of the Chief Executive Officer (CEO)	Legislative (R)
↳ 4.6.B3 Council meeting correspondence	Office of the Chief Executive Officer (CEO)	-
↳ 4.6.B4 Council meeting action items	Office of the Chief Executive Officer (CEO)	Legislative (R) Customer (R)
↳ 4.6.B5 Council meeting communications	Office of the Chief Executive Officer (CEO)	-
↳ 4.6.C Council communication	Office of the Chief Executive Officer (CEO)	-
↳ 4.6.C1 Council newsletter	Office of the Chief Executive Officer (CEO)	Project - Capital (R) Financial (R) - Community satisfaction survey 2025 (O) Customer (R)

Goal	Lead Directorate	Managing risks / opportunities
→ 4.6.C2 Multi media updates (e-mail updates, newsletter, social media, website)	Office of the Chief Executive Officer (CEO)	Project - Capital (R) Financial (R) - Customer (R) Community satisfaction survey 2025 (O)
→ 4.6.C3 Website content and public access	Office of the Chief Executive Officer (CEO)	-
→ 4.6.C4 QSC team newsletter / updates	Office of the Chief Executive Officer (CEO)	-
→ 4.6.D Capital catch-ups	Office of the Chief Executive Officer (CEO)	-
→ 4.6.D1 Capital catch-ups	Office of the Chief Executive Officer (CEO)	Project - Capital (R) Financial (R) - Customer (R)
→ 4.6.E Executive leadership team (ELT)	Office of the Chief Executive Officer (CEO)	-
→ 4.6.E1 Executive Leadership Team (ELT) - Community and Business Development	Community and Business Development	-
→ 4.6.E2 Executive Leadership Team (ELT) - Corporate Services	Corporate Services	-
→ 4.6.E3 Executive Leadership Team (ELT) - Infrastructure Services	Infrastructure Services	-
→ 4.6.E4 Executive Leadership Team (ELT) - Office of the CEO	Office of the Chief Executive Officer (CEO)	-
→ 4.6.E5 Executive Leadership Team (ELT) - People and Safety	People and Safety	-
4.7 Staff upskilling, leadership training and wellbeing support	Office of the Chief Executive Officer (CEO)	-
→ 4.7.A Directorate information sharing and upskilling	Office of the Chief Executive Officer (CEO)	-
→ 4.7.A1 Directorate information sharing and upskilling	Office of the Chief Executive Officer (CEO)	-
→ 4.7.B Work health and safety	People and Safety	Work health and safety (R) Public safety (R)
→ 4.7.B1 Executive hazard inspections	Office of the Chief Executive Officer (CEO)	Work health and safety (R) Public safety (R)
→ 4.7.B2 Work health and safety operational support	People and Safety	Work health and safety (R) Public safety (R)
→ 4.7.B3 Special projects - Work health and safety	People and Safety	Work health and safety (R) Public safety (R)
→ 4.7.C Training and workforce development	People and Safety	Work health and safety (R) Public safety (R)
→ 4.7.D Wellbeing initiatives	People and Safety	Work health and safety (R) Public safety (R)
Z.0 Legend	Corporate Services	-
→ Option 1	Corporate Services	-
→ Option 2	Corporate Services	-
→ Option 3	Corporate Services	-
→ Option 4	Corporate Services	-