

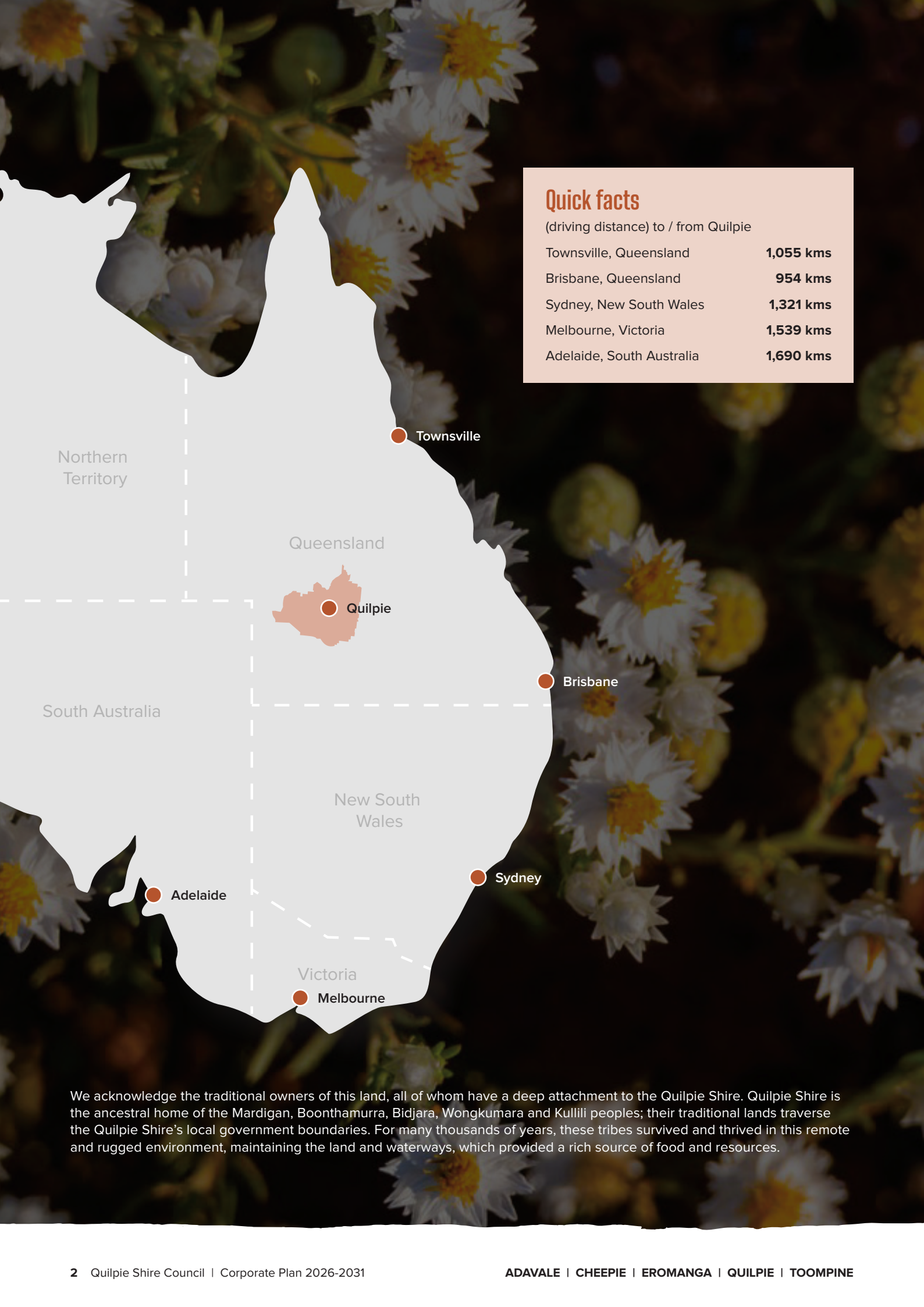
DRAFT – 21 MAY 2026



QUILPIE SHIRE COUNCIL
Corporate Plan
2026-2031

Strong, connected, growing together

Adavale | Cheepie | Eromanga | Quilpie | Toompine



Quick facts

(driving distance) to / from Quilpie

Townsville, Queensland	1,055 kms
Brisbane, Queensland	954 kms
Sydney, New South Wales	1,321 kms
Melbourne, Victoria	1,539 kms
Adelaide, South Australia	1,690 kms

Northern Territory

Queensland

South Australia

New South Wales

Victoria

Townsville

Quilpie

Brisbane

Adelaide

Sydney

Melbourne

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

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Mayor's message



Development of a new corporate plan is a significant milestone for Quilpie Shire. The plan charts our Shire's course for the next 5 years and will ultimately focus all our effort and resources on agreed priorities. In deciding when to develop the new plan, we ultimately decided that there is no better time than now.

The last 2 years have provided a valuable opportunity for the Councillors and I to come together and work as a team. Each decision made by this Council to date, and the preceding discussions, have helped us better understand each Councillor's aspirations for our shire and the communities we serve. We are fortunate that the current term of Council comprises both lifelong and long-term residents who have chosen Quilpie Shire as their home. This mix of perspectives has proved extremely valuable for our planning. Together, we have developed a shared understanding of community needs, strengths and challenges.

Identified priorities have had their origin in simple conversations, engagement with community and government, community surveys, research and feedback, both internal and external. Every conversation and interaction has added to our knowledge of issues that are important for our residents, and the local government sector more broadly.

Three themes ultimately shaped our vision for Shire communities – i.e. strong, connected and growing.

To have a prosperous future, we need a strong local economy, and to be financially strong and sustainable as a Council. The new corporate plan therefore includes a focus on economic growth, while also staying on task for sustainable local government. As a local government, we are not immune from the cost pressures felt across Australia and the globe – often from causes beyond our control. Such global events and impacts require us to be measured in our spending while still working to achieve the key priorities for our communities.

We recognise that what needs doing cannot be achieved alone. We are better together, and that means connecting with local business and industry, others in Western Queensland and government to help grow our economy and provide critical infrastructure. A shire with a strong economy will generate more jobs and business opportunities encouraging people to come, stay and make Quilpie Shire home.

When it comes to advocating to government for Shire needs, the first two years of this Council term have shown the value of being prepared and persistent. Funding for projects such as South Comongin Crossing would not have been possible without preparation, persistence and opportunity. Advocacy therefore features strongly in the new corporate plan - it reflects the significant effort involved, often over many years, to bring major projects to fruition.

We also recognise Council's role in not only supporting growth but maintaining amenity for current and future residents. This plan aims to get the balance right so that all residents and visitors, from wherever they come, can enjoy the lifestyle that makes Quilpie Shire 'simply unique'.

On behalf of Council, I thank all involved in the plan's development, both councillors and officers. We look forward to delivering on these important priorities for our communities.

Cr Ben Hall

CEO's message



The release of our new Corporate Plan marks an important step forward for Quilpie Shire Council. It sets a clear direction for the next five years and outlines how we, as an organisation, will deliver meaningful outcomes for our communities. For our workforce, this plan is more than a strategic document, it is a practical guide that shapes how we prioritise, invest and operate every day.

In developing this plan, we looked closely at the realities facing local government today, rising operational costs, increasing service expectations, workforce challenges, and the need to maintain essential infrastructure across a vast region. These pressures require us to be disciplined, adaptable and forward thinking. The Corporate Plan responds to these challenges by strengthening our organisational foundations and ensuring we remain capable, resilient and financially responsible.

A key focus of the plan is building organisational strength. This means investing in our people, improving our systems and processes, and ensuring we have the capability to deliver services efficiently and consistently. It also means maintaining a strong financial position so we can continue to meet community needs while planning responsibly for the future.

Connection is another core element of our direction. As a regional council, our success depends on strong relationships with our communities, local businesses, industry partners and all levels of government. Strengthening these connections will help us deliver better services, attract investment and support the long term sustainability of our Shire.

Growth, in all its forms, is central to our future. Whether it is population growth, economic development, improved infrastructure or enhanced liveability, our organisation plays a critical role in enabling opportunities. The Corporate Plan positions us to support this growth while ensuring that the qualities that make Quilpie Shire unique are protected and enhanced.

This plan also reinforces our commitment to accountability and transparency. Our communities expect clear communication, responsible decision making and visible progress. We will continue to report openly on our performance and ensure our actions align with the priorities set out in this plan.

I want to acknowledge the dedication of our staff who contributed to the development of this plan. Their knowledge, professionalism and commitment to serving the community are reflected throughout its pages. As CEO, I am proud to lead a team that approaches challenges with determination and embraces opportunities with optimism.

The next five years will bring change, but also great potential. With a clear plan, a capable workforce and a shared commitment to our communities, Quilpie Shire Council is well positioned to deliver strong, connected and sustainable outcomes for the region.

Justin Hancock

About Quilpie Shire

Quilpie Shire's story is one of endurance, vision and deep connection to place. Although the Shire itself was formally established in 1930, the land holds a far older history shaped first by its Traditional Custodians and later by pioneering families who braved the region's harsh, arid conditions. Early European exploration—particularly the search parties sent after the ill-fated Burke and Wills expedition—revealed the pastoral potential of the area. William Landsborough's favourable reports helped draw Irish immigrant families such as the Duracks, Costellos and Tullys, who settled in the district from 1865. Their resilience in the face of isolation, drought and economic hardship laid the foundations for the pastoral industry that would define the region. Stations such as Thylungra and Ray became landmarks of enterprise, with Thylungra at one time among the largest sheep properties in the world.

As the decades progressed, Quilpie Shire evolved from a remote pastoral frontier into a connected and increasingly modern community. The surveying of townships—Adavale, Eromanga, Toompine, Cheepie and Quilpie—marked the early steps toward structured settlement.

Major infrastructure achievements followed, artesian bores and water reticulation in the 1930s and 1960s, one of Queensland's earliest reticulated sewerage systems in 1938, and the arrival of electricity in 1952. The completion of the rural power scheme in 1988, after strong local advocacy, was a milestone that transformed life and industry across the district.

Today, Quilpie Shire's identity continues to be shaped by the descendants of those early families and by new generations who have chosen to call the region home. Names woven through the Shire's early history have continued to play a role in civic and community leadership helping to shape Quilpie Shire's past and future. The Shire's past is not simply a record of events; it is a testament to the determination, ingenuity and optimism that continue to drive its people forward.



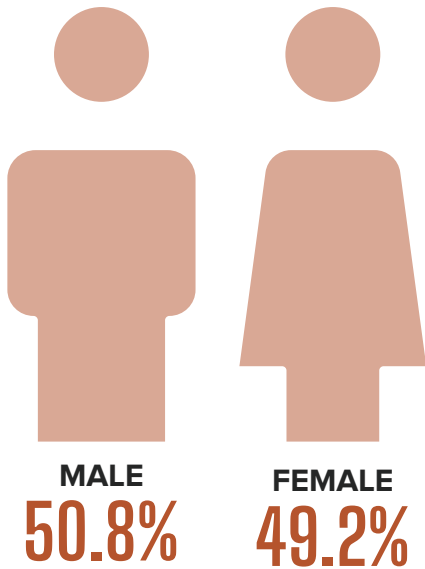
**QUILPIE SHIRE
COMPRISES A
LAND AREA OF**

67,415 KM²

Our people

Quilpie Shire currently has an estimated resident population of 720 (Source: Australian Bureau of Statistics, Regional Population Growth, Australia - 3218.0).

The following table shows how the population has varied with the main drivers of historical growth being opal mining in the late 1800's (predominantly in Adayvale), the opening of the railway line to Quilpie in 1917, oil and gas exploration and mining.



MEDIAN AGE

42

AVERAGE NUMBER OF PEOPLE PER HOUSEHOLD

2.4

Sample comparison of census results – Quilpie Shire population

Year	Population
1933	1,282
1947	1,226
1961	1,641
1966	2,052
1971	2,094
1981	1,430
2001	1,175
2006	986
2011	976
2016	813
2021	698

Source: Results collated from Commonwealth Bureau of Census and Statistics commissioned census data / Australian Bureau of Statistics

Our residents' age groups

0 – 14 years	20.7%
15 – 24 years	7.8%
25 – 54 years	38.9%
55 – 64 years	17.5%
65 and over	15.1%

Australian Bureau of Statistics (ABS) 2021 Census

Our economy

GRP

\$0.11 BILLION

NIEIR 2024

POPULATION

720

ABS ERP 2025

LOCAL JOBS

351

NIEIR 2024

LOCAL BUSINESS

226

ABS 2025

EMPLOYED RESIDENTS

376

NIEIR 2024

Agriculture* is significant to the Shire economy in terms of:

- output (\$125.8 million or 63.9% of total)
- local sales (\$18.7 million or 26.1% of total)
- value added (\$62.2 million or 67.3% of total)
- growth (rising by \$5 million in the 5-year period from 2018/19)
- employment (118 full-time employees)

(* In 2020/21, this included 91.1% livestock and 5.7% wool)

Source: Australian Bureau of Statistics, Value of Agricultural Commodities Produced, Australia, 2020/21. Cat. No. 7503.0 and National Institute of Economic and Industry Research (NIEIR). Compiled and presented in economy.id by .id (informed decisions).

Quilpie's Economic Pillars at a Glance

Agriculture

Largest industry in terms of output, growth, value added, employment.

Mining / Resources

Highest productivity per worker.

Tourism

Third largest employer (Accommodation and food services).

(Behind public administration and safety and agriculture)

About Quilpie Shire Council

Our councillors

As our communities' elected representatives, our Councillors' responsibilities include:

- representing the current and future interests of our residents
- providing high quality leadership to Quilpie Shire Council and the community
- participating in Council meetings, policy development and decision-making for the benefit of Quilpie Shire.

Each of the Councillor profiles on the following pages summarise their:

- connection to Quilpie Shire
- experience (personal, work and leadership)
- key focus areas for Council's planning.

Councillors and the corporate plan

The corporate planning process is integral to a Councillor's role. Councillors are today's leaders and those elected by the community to help shape the Shire's future.

The corporate plan is the roadmap for the next 5 years and provides the framework for each year's operational plan and budget.

After adoption, Councillors:

- monitor progress using pre-defined performance measures
- ensure everything we do is consistent with the plan
- update the plan if new information comes to hand and we need to adjust our course.



Left to right: Cr Tony Lander, Cr Ben Hall (Mayor), Cr Lyn Barnes, Cr Roger Volz (Deputy Mayor), Cr Milan Milosevic.

Our councillors bring together a unique blend of perspectives for Council's corporate planning – shaped by local knowledge, diverse skills and varied life experiences:

- ▶ Arts
- ▶ Community organisations
- ▶ Culture, including Indigenous culture
- ▶ Economic development
- ▶ Education
- ▶ Emergency management
- ▶ Leadership
- ▶ Living and working remotely
- ▶ Local business, agriculture and industry
- ▶ Local government (from the perspective of an employee and a councillor)
- ▶ Roads
- ▶ Tourism
- ▶ Transport
- ▶ Volunteering
- ▶ Youth

“ We are fortunate that the current term of Council comprises both lifelong and long-term residents who have chosen Quilpie Shire as their home. This mix of perspectives has proved extremely valuable for our planning. ”

Cr Ben Hall



Ben Hall

MAYOR

Cr Ben Hall (Mayor) is a 5th generation Quilpie Shire resident, having lived his whole life and raised a family here.

Experience at a glance

Local government

- ▶ Councillor: 2004 - 2008.
- ▶ Mayor: 2024 - 2028 (Current term).

Local business

Family business (newsagency) for 20 years, Bi-Rite Home Appliances.

Business and leadership

Branch Manager Nutrien Ag Solutions from 2014 working across finance, livestock, insurance, merchandise and real estate.

Key focus areas for Council's planning

- ▶ Economic outcomes for our community including expanding on and looking for new initiatives and enterprises that will promote and deliver:
 - regional growth
 - commercial opportunities
 - more jobs and economic return for our communities 365 days a year.
- ▶ Equality for our people from locals to opportunity seekers.
- ▶ Sustainable local government
- ▶ Upgrade and improvement of infrastructure including:
 - roads
 - childcare
- ▶ Advocacy for all health services from pre-natal to palliative care.



Roger Volz

DEPUTY MAYOR

Roger moved to Quilpie from “Berndale” north of Oakey, in 1992.

Experience at a glance

Local government

- ▶ Councillor: 2016 - present.
- ▶ Deputy Mayor: 2024 - 2028 (Current term).

Community, youth and education

- ▶ Relocated from his family’s beef cattle property to become a Manual Arts teacher at Quilpie State College - a position held since 1992.

Emergency services and leadership

- ▶ Quilpie Auxiliary Fire Brigade since 1993.
- ▶ Captain of the Fire Brigade since 1995.

Key focus areas for Council’s planning

- ▶ Development and maintenance of community facilities and infrastructure including:
 - childcare
 - housing
 - community buildings - halls and precincts
 - parks.
- ▶ Strengthening of critical road links (both local and state), connecting landowners and transport operators to business and markets.
- ▶ Completion of the Eromanga Natural History Museum (ENHM) - Stage 3.
- ▶ Opportunities for technology advancements to support the agricultural sector (productivity, efficiency and safety).
- ▶ Management of wild dogs.
- ▶ Opportunities to showcase cultural heritage within the shire.
- ▶ Economic growth and creation of job opportunities which can attract more families and visitors, increasing our shire population.



Lyn Barnes

COUNCILLOR

Lyn lived and worked in the Quilpie Shire from 1974 – 1980, permanently relocating to Quilpie in 1990.

Experience at a glance

Local government

- ▶ Councillor: 2020 - present.

Economic development

- ▶ Experienced Economic Development Officer across South West Queensland.

Community and employment

Currently a business owner and professional artist, diverse employment has included economic development project officer, radio journalist, station bookkeeper and governess.

Key focus areas for Council’s planning

- ▶ Continuation of investment in housing.
- ▶ The building of a new childcare facility.
- ▶ Upgrading of shire road networks.
- ▶ The creation of a remote tertiary education centre.
- ▶ Continuing advocacy work to sustain the vital resource industries of oil, gas and opal.
- ▶ Providing ongoing support of the pastoral industry, the cornerstone of Shire wealth.
- ▶ Completion of the Eromanga Natural History Museum (ENHM) - Stage 3.
- ▶ Promoting Quilpie Shire as a centre for outback excellence.



Tony Lander

COUNCILLOR

Tony came to reside in Quilpie in 1986. He is a proud father and grandfather, and many of his family still live in the Shire.

Experience at a glance

Local government

- ▶ Experience both as an employee (in his early years in Quilpie Shire) and Councillor (2024 to present).

Previous leadership and employment

- Overseeing construction of many shire roads in the district.
- Manager position for Runaway Petroleum
- Station Manager at Kiandra/Wiralla on the Bulloo River.

Community

Lived and worked in remote communities all his life.

Transport industry and employment

Hansen's Transport and Bonsey Transport (both including cattle), Runaway Petroleum and IOR (fuel and oil).

Key focus areas for Council's planning

- ▶ Providing opportunities for young residents in Quilpie including training and upskilling. Building a better future in Quilpie, benefiting the Shire socially and economically and having an impact on young people investing in the community.
- ▶ Building relationships with landholders and businesspeople who have local knowledge – working together to make good decisions for the future of the community.
- ▶ Advocating for funding to construct a new childcare centre, with Council having already laid the groundwork (Land has been secured and design is well progressed).
- ▶ Continuing Council's housing initiatives and seeking Queensland Government support where needed.



Milan Milosevic

COUNCILLOR

Milan has lived and grown up in Quilpie since 1974.

Experience at a glance

Local government

- ▶ Councillor (2006-2008, 2012- 2016, 2024 to present).

Community

Very active member of the community and treasurer of the Toompine Progress Association.

Business and leadership

Manager of Lowes Petroleum where he has worked for more than 40 years.

Also manages 2 mail runs, has an ice works in Quilpie and contract cleans for Ergon.

Key focus areas for Council's planning

- ▶ Providing childcare services that offer affordable, quality and well-staffed facilities to encourage more families to Quilpie.
- ▶ Discussions into the viability of an Aquatic Centre in Quilpie that would cater for all ages.

Developing our new corporate plan

Information was gathered from a range of sources.

<p>Mayor and Councillors</p> <p>With Chief Executive Officer</p> <p>Initial corporate planning workshop - 3 February 2026.</p> <p>Review of draft plan - 5 May 2026.</p> <p>Review of draft plan - 19 May 2026.</p> <p>Consideration of all feedback.</p> <p>Planned adoption - 7 July 2026.</p>	<p>Review of the most recent Community Satisfaction Survey (July 2025)</p> <p>Respondents' feedback on:</p> <ul style="list-style-type: none"> • Council's perceived service levels • relative importance of various Council services • top priorities for the future. 	<p>Most recent census statistics (2021)</p> <p>Quilpie Shire benchmarked with:</p> <ul style="list-style-type: none"> • Queensland • Australia <p>Results reviewed for points of difference, unique strengths and potential opportunities.</p>	<p>Employee engagement</p> <p>Executive feedback was initially gathered on what is working well and where improvements can be made.</p> <p>The work included how best to implement Council's new organisational structure, and what that means for strategic direction and operations.</p> <p>Individual discussions led into a joint discussion on 15 April 2026.</p> <p>Employee engagement scheduled for: 20 - 26 May 2026.</p>	<p>Research and publications</p> <p>Review of existing research and documents that have informed advocacy to other levels of government, and Shire planning and decision-making.</p>	<p>Community engagement</p> <p>Plan to be released and open for feedback 22 May - 3 June 2026.</p> <p>Corporate Plan feedback sessions will be held with the community on 3 June 2026 (Adavale, Eromanga, Quilpie and Toompine).</p> <p>Feedback will then be collated and considered for amendment.</p>
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Key inputs from Councillors' initial corporate planning workshop:

- ▶ Q1000 if the overall arching target to restore the population back – Quilpie Shire should foster resilient growing communities that look to grow the youth of tomorrow while supporting the seniors that came before them.
- ▶ There needs to be an emphasis on investing locally.
- ▶ We need health facilities that meet the needs of our people and support those with the care needed later in life.
- ▶ We need a resilient and connected transport network (road and air) that is not just being maintained but improved to support and encourages growth (more freight transport, truck stop facility, inland freight route).
- ▶ Capitalise on our existing established industries by expanding into value adding products.
- ▶ We want to foster contemporary and leading business practices that sees Quilpie Shire as a service centre/ hub that services the greater western Queensland, delivers for Queensland, the Country and World/global.
- ▶ Develop surplus residential and industrial land in advance to proactively meet future demand (i.e. not reactive to growth).
- ▶ Cater for a diverse community from all backgrounds.
- ▶ Balance visionary with manageable, take a less is more approach.

Employee engagement for specific services



Eng Lim (Director)



Lisa Hamlyn (Director)



Sharon Frank (Director)



Justin Hancock (CEO)

	Infrastructure Services	Community and Business Development	Corporate Services	Office of the CEO, Elected member services, People and Safety
Land and housing	Land development - Residential and industrial Housing (construction, refurbishment)	Gyrica Gardens Retirement Village		Sale of housing Housing management and administration Accommodation planning
Essential infrastructure and regulated services	Water Sewerage Waste			
Transport	Airport and airstrips Disaster recovery Footpaths Roads and drainage Quarry pits			
Development		Local laws compliance Master plans	Local laws review Development processing and compliance Planning scheme review	
Strategic partnerships and local investment attraction	Funding applications and progress reporting	Economic development Destination management / Tourism and marketing Biosecurity Funding applications and progress reporting Exclusion fencing (Including auspiced grant programs)	Funding progress reporting and acquittals	Funding applications and progress reporting
Healthcare		Auspiced programs (e.g. Health promotion and Community support)		Participation in consultative forums
Community services and facilities	Cemeteries maintenance Building and grounds maintenance and projects: <ul style="list-style-type: none"> • Council facilities • Halls • Sport and recreation • Towns, parks and open space maintenance Events support	Arts Community grants program Culture including indigenous Early learning and childcare Events management Halls Library National Disability Insurance Scheme (NDIS) Sport and recreation facilities Cemeteries administration		
Teamwork	Team effectiveness and good governance Workplace health, safety and wellbeing Customer responsiveness	Team effectiveness and good governance Workplace health, safety and wellbeing Customer responsiveness	Team effectiveness and good governance Workplace health, safety and wellbeing Customer responsiveness Customer Service contact centre (Telephone, counter, mail)	Organisational and team effectiveness and good governance Training and development Workforce planning, design and implementation Workplace health, safety and wellbeing Customer responsiveness
Finance and resources	Audit and risk management Council facilities Gravel and water coordination Plant and workshop management	Audit and risk management	Audit and risk management Financial management (financial planning, accountability, policies and processes) Information management (and technology)	Audit and risk management Integrity initiatives
Effective leadership				Advocacy Regional, State and National collaboration Council meetings and workshops Community engagement and leadership

Shire strengths and challenges

In a follow-up corporate planning workshop, Councillors discussed the shire's key strengths and challenges.

The last Australian Census provided a useful starting point for discussion. Every 5 years, the Australian Bureau of Statistics prepares a snapshot of the Shire's economy and community with comparative statistics for Queensland and Australia. Differences in Shire results compared to the state and nation provide insights into what makes Quilpie Shire unique.

Although any census can be limited by participation rates, the results are invariably informative for government planning and funding decisions.

The data will be updated during the life of the corporate plan to measure progress (e.g. when the 2026 Census results become available). Ongoing assessment will also assist in identifying emerging issues and potential updates to the plan.

Housing affordability

While home ownership has long been a priority for many Australians, frequent media reports highlight that home ownership may be out of reach for many families and individuals. At the same time, rising rental costs are impacting the amount of household income available for other purposes.

In reviewing how Quilpie Shire compares to Queensland and Australia, the figures suggest that our Shire may stand out from the crowd when it comes to affordable housing.

	2021 Census			
	Home	Quilpie	Queensland	Australia
A high proportion of our residents own their home outright, and rent is affordable.	Homes owned outright	36.6%	29.1%	31.0%
Key takeaway: Subject to employment availability, the Shire would be attractive to anyone seeking respite from Australia's cost-of-living pressures.	Median rent	\$140	\$365	\$375
	Rent > 30% income	8.5%	32.3%	32.2%
	Median monthly mortgage repayment	\$850	\$1,733	\$1,863
	Low unemployment rate	1%	5.4%	5.1%

Implications for corporate planning

To capitalise on this strength, and attract new people to our shire, two priorities emerge:

- the need for continued availability of affordable housing options
- new employment opportunities, noting the Shire's (very low) unemployment rate.

Our people

The age demographics of a community provide insight into the types of services needed for the foreseeable future.

In 2021, 20.7% of our population was 12 years or under and 22.6% of our population was 60 years or over.

	2021 Census			
	Age group	Quilpie	Queensland	Australia
In the Census, our Shire recorded a higher percentage of its population comprising the youth of tomorrow, when compared to Queensland and Australia.	0 – 4 years (53)	7.5%	5.7%	5.8%
	5 – 9 years (46)	6.6%	6.4%	6.2%
Similarly, our Shire exceeded Queensland and Australian percentages in each of the age groups from 50 to 69. Key takeaway: Quilpie Shire is undoubtedly a community for all, from the very young to the very experienced!	Age group	Quilpie	Queensland	Australia
	50-54	9%	6.5%	6.3%
	55-59	10.1%	6.1%	6.1%
	60-64	7.4%	5.8%	5.8%
	65-69	5.6%	5.1%	5.1%

Implications for corporate planning

This data indicates that Council needs to consider the diverse needs of both ends of the age spectrum. Services and facilities such as a new Child Care Centre and expansion of Gyrica Gardens are equally important considerations for our planning.

A community that values learning

The Census collates data on the highest level of educational attainment for residents over 15 years of age. The figures suggest that Quilpie Shire comprises residents that value learning, outperforming Queensland and Australia.

Highest level of educational attainment	Quilpie	Queensland	Australia
Year 9	7.7%	6.7%	7.2%
Year 10	18.2%	11.9%	10.0%
Year 12	17.0%	15.5%	14.9%
Certificate III	19.1%	15.3%	12.6%

Certificate III is the qualification for trades such as carpentry, electrical and plumbing all of which could provide local employment opportunities.

One of the challenges though is that the figures start to fall below state and national percentages for higher levels of education.

This can be explained by the limited study options for our young people to stay and learn from home. Secondary education is available within the Shire to year 10, and the catholic school teaches to year 6. Although Year 11 and 12 students can be supported by the State College through distance education, it does mean that many students will leave the Shire to complete their schooling.

For those young people who continue onto tertiary studies, this often leads to a more permanent relocation out of the Shire both for study and work opportunities.

Highest level of educational attainment	Quilpie	Queensland	Australia
Certificate IV	3.4%	3.6%	3.5%
Bachelor Degree level and above	13.6%	21.9%	26.3%
Advanced Diploma and Diploma level	6.6%	9.4%	9.4%

Implications for corporate planning

A facility such as a Country University Centre can be investigated as part of the new corporate plan. This would provide our youth with the opportunity to learn with others in a supportive environment. Such an initiative may encourage our youth to return to their home communities to pursue their studies.



Employment opportunities

It is evident from the previous figures that the Shire is nurturing the next generation of residents and workers in a community that values learning, with affordable housing options.

The remaining need is employment. Census data was examined for the size of the Shire economy and its implications for local jobs and population. Economy was measured through the Gross Regional Product (GRP). GRP represents the Shire's contribution to the net wealth of Queensland and Australia by local businesses, industry and residents.

As expected, there was a positive association between the size of the local economy, full time employment numbers and population for Quilpie Shire.	Year	Gross Regional Product (GRP) – Quilpie Shire	Contribution to the Queensland economy	Shire population	Full time employees (> 15 years of age)
Key takeaway: Quilpie Shire's economy has been larger and can be again.	2001	\$0.316 billion	0.13%	1,175	534
	2011	\$0.157 billion	0.04%	976	399
	2021	\$0.082 billion	0.02%	698	293

Implications for corporate planning

- Although Council cannot directly influence many parts of the Shire economy, some local government services can guide growth while protecting our living environment (e.g. planning scheme).
- For other aspects of economic development, we can collaborate with local businesses, community and government. Barriers to growth also exist in the form of legislation and regulations, and Quilpie Shire Council can advocate to the Queensland and Australian Governments to address such constraints.
- The Economic Development and Destination Management Plans, and resultant strategic partnerships, will be critical to identification of opportunities and constraints.
- From the above figures, population growth is not just aspirational for Quilpie Shire – it has been proven to be possible. Further, Quilpie Shire Council has demonstrated the capacity to manage a larger population.
- A population target of 1,000 appears reasonable and attainable again.
- The figures allow us to set ambitious targets for:
 - economic growth (to double the 2021 GRP).
 - new jobs (e.g. increase of 400 new full-time positions) – noting that for every 1 full time position created, population increases by approximately 2.4.

Agriculture

A Shire strength is its agricultural sector. It is by far the most significant industry.

	2019/20 (including % of total)		2024/25 (including % of total)	
	Quilpie	Queensland	Quilpie	Queensland
Output	\$104.3 million (57.2%)	2.5%	\$130.9 million (60.6%)	3.4%
Local sales	\$11.8 million (18.2%)	1.4%	\$17m (22.9%)	1.6%
Value added	\$43.3 million (55.7%)	2.1%	\$59.8 million (66.8%)	3.2%
Exports	\$92.6 million (78.7%)	4.1%	\$113.9 million (80.4%)	6.8%

Implications for corporate planning

What is important to agriculture is therefore a priority for the Shire as a whole. For instance, a review of biosecurity planning features in the new corporate plan, advocacy for reinstatement of biosecurity staff, and continued support for exclusion fencing and road restoration post the flood event.

Natural resources

Quilpie Shire has much to offer new industries – an abundance of water, oil and natural gas that supplies domestic and export supply chains. The shire hosts one of a limited number of refineries (Eromanga Refinery). Quilpie Shire is also well known as the largest producer of the 'Boulder Opal' in the world.

Implications for corporate planning

Diversification of the economy is possible, and development of industrial land would ensure Quilpie Shire is open for new business.

External influences

At the time of the plan's development, Quilpie Shire was weathering the effects of global events on fuel, and rising costs generally. Similar experiences were felt during the pandemic, with shire supply chains affected by availability and rising costs.

Implications for corporate planning

Although the plan provides a clear direction for the next 5 years, Council will need to remain vigilant and review projects if unforeseen circumstances arise.

Weather events

Australia, with all its beauty, can also be a land of extremes. Good seasons can be followed by bad seasons. Big floods can follow droughts. All events can affect our residents, livestock, roads and economy.

Implications for corporate planning

The new plan includes:

- collaboration at a local and district level for preparation and response to events
- working with government to help our Shire recover quickly
- auspicing funded programs (e.g. exclusion fencing) for the benefit of our region.

QUILPIE SHIRE COUNCIL

Corporate Plan

2026-2031

Strong, connected, growing together

Our vision

What we aspire to...

FOR OUR COMMUNITIES

Strong, connected and growing communities where people from all backgrounds, business and industry thrive.

FOR OUR SHIRE

To become a leader in **WESTERN QUEENSLAND EXCELLENCE**

- fostering contemporary and leading business practices
- providing a service hub for the Shire and Greater Western Queensland
- delivering for Queensland and beyond.

Our mission

What we aim to do...

- Enhance **LIVEABILITY** for residents including the youth of tomorrow and the seniors who came before them.
- Contribute to growing the **ECONOMY** through local businesses and industries including agriculture, tourism, transport and resources.
- Plan and manage council **FINANCES, INFRASTRUCTURE** and other **ASSETS** for a secure future.

Our values

- ▶ Respect
- ▶ Communication
- ▶ Fun and humour
- ▶ Pride
- ▶ Trust
- ▶ Teamwork

Our priorities



Well planned, managed
and affordable
INFRASTRUCTURE



Guided **DEVELOPMENT**
and **INVESTMENT** to
grow our communities



Community access
to **SERVICES** and
FACILITIES for
health and wellbeing,
lifelong learning and
connection



Collaborative
and accountable
GOVERNMENT

Our 10-point Corporate Plan for Quilpie Shire



1



2



3



4



5

Objectives

Contribute to the availability, quality and mix of **LAND** and **HOUSING** options to support liveability for current residents and in readiness for growth.

Provide **ESSENTIAL INFRASTRUCTURE** and **REGULATED SERVICES** that are well planned and managed, with capacity to meet current and projected demand.

Plan and deliver safe and resilient **TRANSPORT** networks that maintain and strengthen Shire connections.

Guide **DEVELOPMENT**, support liveability and contribute to a flourishing economy through planned towns, community spaces and managed growth.

Build **STRATEGIC PARTNERSHIPS** to attract the funding and investment needed for strong and growing communities.

Services

- ▶ Land development - Residential and industrial
- ▶ Housing (Construction, refurbishment, accommodation planning and management)
- ▶ Gyrica Gardens Retirement Village
- ▶ Sale of housing

- ▶ Water supply and infrastructure
- ▶ Sewerage (Sewage disposal and treatment)
- ▶ Waste collection and disposal
- ▶ Participation in South West Queensland Water and Sewerage Alliance (**SWQWSA**)

- ▶ Airport and airstrips
- ▶ Disaster recovery Footpaths
- ▶ Roads and drainage
- ▶ Road maintenance performance contract (**RMPC**) - State Roads and sole invitee projects
- ▶ Technical committee (South West Regional Roads and Transport Group)

- ▶ Development - Planning and Building
- ▶ Local laws review and compliance
- ▶ Master plans (towns, facilities)
- ▶ Planning scheme review
- ▶ Policies - Development, Liveability

- ▶ Economic development plan (e.g. Intermodal transport precinct)
- ▶ Destination management plan (Tourism and marketing) (e.g. Visitor Information Centre)
- ▶ Biosecurity plan
- ▶ Local, regional, state and national spend reporting
- ▶ Funding applications, progress reporting and acquittals
- ▶ Exclusion fencing including auspiced grant programs
- ▶ Resources working group (round table)
- ▶ Agri business community advisory committee



Well planned, managed and affordable infrastructure ready for growth



Guided development and investment attraction to grow our communities

Performance (progress) indicators

The future belongs to those who prepare for it today

POPULATION

- ▶ Australian Bureau of Statistics population growth - Target - 1,000 ('Q1000')

(Additional progress targets related to population - Gross Regional Product and full-time employment - Target to double).

PLANS

- ▶ Number of new and reviewed plans and associated legislative instruments adopted (Progress assessed using pre-determined stages)
- ▶ Public access in accordance with applicable legislation

PERSISTENCE

- ▶ Number of advocacy initiatives
- ▶ Value and number of funding applications for Council priorities
- ▶ Number of political engagements (e.g. Ministers, Assistant Ministers)
- ▶ Key agenda items / outcomes for collaborative forums



6

Advocate for, and promote, the **HEALTHCARE** needs of our communities across residents' lifespan, from the very young to those later in life.

- ▶ Participation in consultative forums for:
 - Multipurpose Health Service (**MPHS**)
 - South West Hospital and Health Services (**SWHHS**)
 - Western Queensland Primary Health Network (**WQPHN**)
- ▶ Auspiced programs (e.g. Health promotion, Community support)



7

Provide and advocate for **COMMUNITY SERVICES** and **FACILITIES** that build and retain connections, enhance liveability and meet priority needs.

- Arts
- Culture including indigenous
- Community grants program
- Early learning and childcare
- Events
- Halls
- Library
- National Disability Insurance Scheme (**NDIS**)
- Sport and recreation facilities
- Towns, parks and open space (Includes planning and management of facilities)
- Cemeteries



8

Through strong **TEAMWORK**, provide a safe, healthy, positive and productive workplace where our people can confidently fulfill responsibilities, continue to improve and have the opportunity to flourish.

- ▶ Customer service / responsiveness
- ▶ Organisational and team effectiveness and good governance
- ▶ Training and development
- ▶ Workforce planning, design and implementation
- ▶ Workplace health, safety and wellbeing



9

Manage our **FINANCES** and other council **RESOURCES** responsibly, continuing to build our capacity to meet community needs now and in the future.

- ▶ Audit and risk management
- ▶ Council facilities (New, planning and management)
- ▶ Financial management
 - Financial planning
 - Financial accountability
 - Financial policies and processes
- ▶ Gravel and water coordination
- ▶ Information management (and technology)
- ▶ Integrity initiatives
- ▶ Plant and workshop management



10

Provide **EFFECTIVE LEADERSHIP** through inclusive community consultation, informed decision-making and open, clear and timely communication.

- ▶ Advocacy
- ▶ Council meetings and workshops
- ▶ Community engagement and leadership
- ▶ Darling Downs South West Queensland Council of Mayors (**DDSWQCoM**)
- ▶ South West Queensland Regional Organisation of Councils (**SWROC**)
- ▶ Western Queensland Alliance of Councils (**WQAC**)
- ▶ South West Regional Roads and Transport Group (**RRTG**)
- ▶ Local and District Disaster Management Groups (**LDMG, DDMG** and plans)

Our strategic direction



Community access to services for health and wellbeing, lifelong learning and connection



Collaborative and accountable government

PROJECTS

- ▶ Number and % of special and capital projects completed within the approved timeframe (Progress assessed using pre-determined stages)

PROGRESS

- ▶ Number of compliance enhancements progressed
- ▶ % meeting actions completed and timeliness
- ▶ Budget progress by Directorate and Council
- ▶ Digital transformation initiatives implemented
- ▶ Audit actions implemented

PEOPLE

- ▶ Customer service / responsiveness
- ▶ Implementation
 - Continual improvement framework
 - Annual training and professional development program
- ▶ Work health and safety and recruitment dashboards

PARTNERSHIPS

- ▶ % commitments upheld
For example:
 - Funding agreements
 - Action plans
 - User agreements
 - Lease agreements
 - Performance contracts

PROPERTY & PLANT

- ▶ % plant delivered and capitalised in year of approval
- ▶ Asset sustainability ratio (Target - >90%; 1-year & 5-year average)
- ▶ Asset consumption ratio (Target - >60%)
- ▶ Asset renewal funding ratio

Advocacy

What we need help to achieve...

Land and housing

While Council continues to support Queensland Government agencies by providing housing and disposing of land, several serviced State-owned lots remain undeveloped despite the current housing crisis. A coordinated, long-term Queensland Government plan is required to activate these assets, expand government employees' housing, increase affordable and social housing, and address the absence of crisis accommodation, which currently forces vulnerable residents to travel more than 200 kilometres to access this service.

Council is also keen to secure additional land adjacent the existing Gyrica Gardens Retirement Village. The land will make way for some additional units (approximately 4-5) at the village. This will ensure Council's land and housing options also cater for residents interested in downsizing, while retaining connection with family, friends and community.



Essential infrastructure and regulated services

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

The 'for-construction' design for its replacement has been completed and the preferred supplier selected. Queensland Government funding is crucial to ensuring this critical infrastructure project proceeds, supporting Quilpie's growth and sustainability.

The successful upgrade of this 86-year-old STP is vital for maintaining effective asset management, meeting regulatory requirements, and fulfilling community expectations to provide essential infrastructure.



Eromanga Bore – Quilpie Shire Council is seeking funding to construct a new deep artesian bore to secure a long-term potable water supply (drinking water) for the community of Eromanga.

The town currently relies on shallow sub-artesian bores combined with a reverse osmosis (RO) treatment plant installed in 2014. While the plant produces compliant drinking water, it requires ongoing high operational expenditure including membrane replacement, energy consumption, chemical dosing and specialist maintenance.

For a small remote council with limited technical resources, the long-term sustainability of the RO system presents significant financial and operational challenges, particularly while serving a small population of approximately 50 persons in Eromanga. The cost of producing one litre of potable water in Eromanga was determined to be 10x that in Quilpie.

This project proposes the development of a deep artesian bore drawing from the Great Artesian Basin, one of the world’s largest underground freshwater resources. The Basin already supplies water to many towns across Western Queensland.

The proposed project will:

- Provide long-term drinking water security
- Reduce operational and lifecycle costs
- Improve resilience of critical infrastructure
- Support economic activity and tourism
- Deliver equitable essential services for a remote community.

The project aligns strongly with Queensland Government priorities to improve service standards in regional communities.

As the Queensland Premier stated at a National Press Club of Australia:

“The days of seeing substandard facilities, like quality drinking water, must be behind us. We have to invest and work with those councils to deliver it.”

The Eromanga Artesian Bore project directly supports this commitment.

Transport

Western Freight Route – The Western Freight Route spans from Far North Queensland to Adelaide, passing through regional centres including Charters Towers, Torrens Creek, Aramac, Barcaldine, Blackall, Adavale, and Quilpie. A missing link on the Blackall-Adavale Road (210.71 km total, including 96.97 km in Quilpie Shire) is preventing the route from achieving full functionality. Queensland Government assistance is sought to seal this section to ensure a continuous, resilient freight corridor.

Key benefits:

- Redundancy to the Inland Road Network, and a vital inland alternative to the Bruce Highway.
- Reduces travel distances, saving approximately 3 hours in freight travel time between Townsville and Adelaide versus existing routes.
- Cuts carbon emissions.
- Enhances road safety for heavy vehicles and tourists.
- Drives regional economic growth, supporting transport logistics, tourism and industry.
- Boosts agricultural competitiveness by providing faster and more reliable access to key agricultural markets, including the Blackall Saleyards and the proposed Blackall Wool Scour.
- Improves flood resilience.





Regulated air route – At deputations to Queensland Parliament in March 2026, Councillors sought increased State investment in regulated long distance air services. The requested investment is to ensure that regional, remote and First Nations communities have equitable access to affordable and reliable air travel.

In 2024, Quilpie Shire Council received strong statewide support when the issue was raised at the Local Government Association of Queensland Annual Conference.

Despite the intent of regulated contracts to cap maximum fares, inflationary pressures have resulted in significant price increases. Recent fares have reached as high as \$938 one way between Birdsville and Brisbane, placing essential travel beyond the reach of many residents. While metropolitan Queenslanders benefit from heavily subsidised fares as part of cost-of-living initiatives, remote and First Nation communities are experiencing increasing isolation and inequity. The consequences are profound. Residents are delaying or foregoing medical appointments, educational opportunities and employment obligations. Others are forced to undertake road journeys of up to 1,000 kilometres to access basic services. Affordable air travel is not discretionary for remote Queensland; it is a fundamental service that underpins community viability and regional participation in the broader Queensland economy.

Transport hub – Quilpie Shire is uniquely positioned for access to the major cities of Townsville, Brisbane, Sydney, Melbourne and Adelaide. Council is keen to establish Quilpie Shire as a key transport hub for the South West, in conjunction with the Western Freight Route. As part of developing an inter-modal transport precinct, government assistance is needed to clarify the future of rail in the region. Although it remains categorised by the State as an active railway, the last cattle train departed Quilpie in 2019.

Strategic partnerships (Agriculture)

Council is committed to working closely with the Queensland Government to help deliver the State’s goals for a stronger, more resilient and future-focused primary industries sector. Specifically, the aim is to revitalise traditional wool production, accelerate growth in emerging livestock industries (e.g. goat production) and protect the integrity of Queensland’s supply chains.

By drawing on Quilpie’s established role as a major livestock and transport hub, Quilpie is well positioned to apply local capability, regional insight and practical delivery capacity.

Council is seeking from the Queensland Government:

- Reinstatement of a frontline biosecurity officer in Quilpie to strengthen biosecurity response in the Channel Country.
- Capital funding to support expansion of critical infrastructure such as exclusion fencing.





Strategic partnerships (Tourism)

Tourism in Quilpie Shire is an emerging and increasingly important economic driver, contributing an estimated \$12.8 million annually to the local economy and supporting casual, part time and full time jobs.

Local businesses are also playing a central role in strengthening the visitor offering.

Quilpie Shire Council is seeking dedicated tourism funding offered to private entities, not for profit and Council to strengthen regional experiences and unlock new visitor markets. Priority areas for support include:

- Enhancing accessibility and visitor experiences through improved accommodation, amenities, and farm-stay offerings;
- Enabling private-sector investment in transport infrastructure to ensure all-weather access to key tourism sites;
- Expanding dinosaur-themed tourism and increasing awareness of Queensland’s unique palaeontological assets; and
- Supporting the development of dark-sky tourism experiences that leverage the region’s exceptional natural environment.

Strategic partnerships (Resources)

Quilpie Shire has a long and deeply established connection to the oil and gas sector, with exploration commencing in the 1960s and major development occurring throughout the Eromanga region.

Gas fields in the Shire supply the Diamantina Power Station, which services communities and industrial customers across Mount Isa, Cloncurry and the North West Minerals Province. Quilpie’s gas also supports interstate domestic markets in Sydney and Melbourne and contributes to export supply chains, reinforcing the Shire’s importance well beyond its geographic boundaries.



However, uncertainty surrounding the long-term future of exploration and production has begun to affect the community. Between 2023 and 2024, reduced industry activity contributed to a 12% decline in local spending, placing pressure on small businesses and raising concerns about long-term economic resilience. The introduction of the *Regional Planning Interests (Lake Eyre Basin) Amendment Regulation 2024* has further constrained exploration potential, creating additional uncertainty for industry and the community. Without clear direction, the potential reduction or loss of this sector poses significant risks to local businesses, employment, and Council's capacity to deliver essential services.

Council is seeking:

- a long-term commitment from the Queensland Government to develop a comprehensive resources roadmap that clearly outlines the State's commitment to existing operations and future exploration and production opportunities within the Shire.
- certainty regarding whether the *Regional Planning Interests (Lake Eyre Basin) Amendment Regulation 2024* will be reviewed before October 2028, enabling industry and the community to plan with confidence.
- the establishment of a tripartite partnership (State–Council–Industry) to deliver legacy infrastructure, such as a new artesian water bore for Eromanga, securing community resilience for generations.

Health

Multipurpose Health Service - A significant emerging issue is the need to expand the Multipurpose Health Service, built in 1987 and the only residential aged care provider within a 200-kilometre radius.

The facility currently offers ten overnight beds which includes six aged care beds located in shared rooms that no longer meet contemporary standards for privacy, infection control, or person-centred care. The South West Hospital and Health Service has planned an expansion to convert shared rooms into private en-suite rooms, add two additional aged care beds, and create sensory gardens, culturally responsive outdoor spaces, and modern communal areas.

This expansion is essential to enabling older residents to remain in their community with their support network rather than relocating.



Community services and facilities

Child Care Centre – In the last Census, 14.1% of Quilpie Shire’s population was 9 years or under a notably higher percentage than Queensland and Australia.

Council is actively seeking funding opportunities for construction of a Child Care Centre.

To date, the development application for a Material Change of Use on land at Buln Buln Street in Quilpie has been approved. Details designs are underway and due for completion in late 2026.

Country University Centre – According to the last Census, the number of people in Quilpie Shire with a Bachelor degree level or above was only 13.6%, well below Queensland (21.9%) or Australia (26.3%).

The Australian Government provides funding under the Regional University Study Hubs Program to help close the education gap in regional, remote and very remote centres. Under the model, students can access the support they need without having to leave their hometown. Investigations into this option for Quilpie are planned as part of the new corporate plan.

Finance

Quilpie Shire Council is joining with others to seek support from other levels of government for:

- Simplification of grant administration to support sustainability outcomes.
- Legislative change to ensure financial assistance grants are paid at the beginning of each financial year.
- Security (and increase) to funding programs that benefit South West local government areas – e.g.
 - Transport Infrastructure Development Scheme (TIDS)
 - Local Roads and Community Infrastructure Program (LRCIP)
 - Queensland Transport and Roads Investment Program (QTRIP).
- A new ‘place based’ approach to Road Maintenance Performance Contracts (RMPCs) (and other programs/packages of work) in South West Queensland by awarding ‘sole invitee’ contracts to Councils as a priority.

Effective leadership

Quilpie Shire Council has led state and nation-wide local government discussions on issues impacting our Shire. Support has been received from other local governments to collectively advocate for changes.

Category	Topic	Proposals for the Queensland Government
Finance, governance and compliance	Modernising the Register of Interests.	Establish a centralised online portal for the submission, storage, and public access of Register of Interests declarations.
Roads and transport	Increased funding for regulated long distance air services.	Increase funding for regulated long-distance air services for rural, remote and First Nations communities.
Regional and economic development	Renewal of quarry sales permits – Urgent State Government action to resolve the increasingly concerning issues surrounding the renewal of quarry sales permits to comply with the Native Title Act 1933 (NTA).	Ensure access is maintained while Indigenous Land Use Agreements (ILUAs) are being negotiated. Further that negotiation and ongoing costs are borne by the Queensland Government.
Resources industry	Sustainability of Queensland’s resources sector during transition to net zero.	Guarantee the long-term competitiveness and sustainability of Queensland’s resources sector during the implementation of current Net Zero policies, recognising the financial contribution the exploration, coal, metals, petroleum and gas sectors make to local communities, emerging industries (such as renewables) and the State as a whole.
Housing	Queensland housing finance loan reform.	Reform the eligibility criteria to support Queenslanders in regional, remote and First Nations communities who can afford to buy or build a home but cannot get private finance from a bank or building society.
Category	Topic	Proposals for the Australian Government
Emergency management	Cutting disaster recovery red tape and accelerating funding delivery.	In partnership with State and Territory governments, urgently cut red tape and expedite the announcement of disaster relief and recovery funding packages, including the rapid establishment of program guidelines and opening of applications. This must include streamlined, risk-based and trust-centred assessment processes, reduced duplication, and timely upfront payments that enable councils, primary producers and local businesses to commence recovery immediately following disaster events, particularly in remote, regional and disaster-prone communities.
Other issues	Increased flood warning infrastructure investment and resolution of governance and ownership arrangements.	Substantially increase and sustain funding for flood warning infrastructure across Australia, and to immediately resolve governance and ownership arrangements for this infrastructure in partnership with states, territories and local government. Reliable flood warning systems are vital to community safety and disaster resilience, yet fragmented ownership and inconsistent governance arrangements continue to undermine its effectiveness. An improved nationally coordinated and timely response to resolving these issues will enhance performance, data access and ensure systems meet local needs, particularly in high-risk flood-prone regions.

Well planned, managed and affordable infrastructure ready for growth

Why pursue growth?

Population growth can result in a number of advantages for the Shire including:

- Securing the **long-term future** of our communities.
- Enrichment of **social** and **community** life.
- A stronger case for Queensland and Australian government funding and services for our **communities**.
- Increased interest from private sector investors and **businesses** servicing our Shire.
- Additional employment opportunities for our **young people**.
- **Stronger financial independence** for our local government area through an increase to the residential and industrial rate base.

Growing Quilpie Shire relies on retention of existing residents of all ages, and welcoming new ones. The three focus areas within this strategic priority will work together to ensure our infrastructure provides a solid foundation for our growing communities.



The importance of local government infrastructure

Transport networks, encompassing road and air assets, and footpaths (for active transport), provide important connections for:

- work and education
- medical and disaster response
- businesses (that rely on freight) and shire industries (such as agriculture, tourism and oil and gas resources) for markets
- social, sport, exercise and recreational purposes, all contributing to individuals' wellbeing.

Essential infrastructure, and services regulated by the Queensland Government (water, sewerage, waste) underpin our Shire's liveability and support business development.

What our community said in the 2025 community satisfaction survey

SERVICES

Residents ranked core **infrastructure** and **essential services** as the top 3 important services for Council:

1. Garbage collection and waste management
2. Water and sewerage
3. Road upgrades

Road maintenance was number 5, just ahead of airport.

Aged housing (Gyrica Gardens) showed the greater increase in perceived importance between 2018 and 2025 - rising from 39% in 2018 to 69% in 2025 (now 4th highest priority).

PRIORITIES FOR THE FUTURE

The survey reported **Transport** as the top priority for the Shire's future, in equal first place (48%) (with Health).





Land and housing

- ▶ Land development - Residential and industrial
- ▶ Housing (Construction, refurbishment, accommodation planning and management)
- ▶ Gyrica Gardens Retirement Village
- ▶ Sale of housing

Advocacy for:

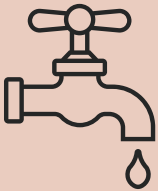
- Land audit (Queensland Government) for housing
- Roadmap for Queensland Government employees' affordable and social housing, and long-term budget that promotes ownership.

1

Contribute to the availability, quality and mix of **LAND** and **HOUSING** options to support liveability for current residents and in readiness for growth.

Why?

- Everyone needs a place to call home, and for the Shire to grow we need to cater for all ages and stages in life.
- A lack of developed land is currently limiting opportunities to grow community, business and industry.
- Quality housing helps to attract and retain critical service providers for our communities.
- Maintenance and ongoing refurbishment of Gyrica Gardens units will continue to provide housing options for those later in life.



The essentials

- ▶ Water supply and infrastructure
- ▶ Sewerage (Sewage disposal and treatment)
- ▶ Waste collection and disposal
- ▶ Participation in South West Queensland Water and Sewerage Alliance (SWQWSA)

Advocacy for:

- Quilpie Sewage Treatment Plant
- Eromanga Bore.

2

Provide **ESSENTIAL INFRASTRUCTURE** and **REGULATED SERVICES** that are well planned and managed, with capacity to meet current and projected demand.

Why?

Getting the basics right underpins the liveability of our communities, supports public health and economic growth, and minimises the impact of waste on the environment for current and future generations.



Transport

- ▶ Airport and airstrips
- ▶ Disaster recovery
- ▶ Footpaths
- ▶ Roads and drainage
- ▶ Road maintenance performance contract (RMPC) - State Roads and sole invitee projects
- ▶ Technical committee (South West Regional Roads and Transport Group)

Advocacy for:

- Western Freight Route (Blackall - Adavale Road)
- Additional investment for the regulated air route to reduce the cost of air fares.

3

Plan and deliver safe and resilient **TRANSPORT** networks that maintain and strengthen Shire connections.

Why?

- Safe and resilient air transport facilities are essential for the movement of people and products between the Shire, other parts of Queensland and beyond. Similarly, the urban and rural road network provides critical connections within the Shire and to other regions for a wide range of purposes.
- Extreme weather can disrupt the transport networks, causing economic losses, community isolation, and broader instability. Building resilience is therefore a priority. Well considered and prioritised investment in the network can enhance regional connectivity, strengthen transport reliability, and drive economic growth.

Guided development and investment attraction to grow our communities

Local government's contribution to development

In drafting the plan, Council reviewed the drivers and supporters of growth that Council can directly influence through local government processes.

Given the increase in Quilpie Shire's building and development activity seen in recent years, it is timely to review the Shire's Planning Scheme 2018. Scheduled for completion in 2026/27, the full review of the scheme will include (but not be limited to) a housing needs assessment and alignment with the Local Housing Action Plan outcomes. An additional key objective of the review is to make certain types of applications and assessments easier - therefore making it easier for Quilpie Shire to grow, while maintaining liveability for current residents.

A local laws review is also planned as the last review was completed almost 15 years ago. The reviewed suite of local laws (and subordinate local laws) will play a key role in enhancing liveability according to Council and community priorities.

The above legislative processes will be complemented with some reviews and updates of master plans for towns and community facilities.

Through this coordinated planning process, Council is ensuring that Quilpie is both open for business and ready for growth.



Strategic partnerships - How others can work with us

While there are some initiatives that Council can deliver alone, there are others that require a collaborative effort.

Some actions and funding commitments need a multi-sector approach as the potential benefits accrue to individual property owners, shire, state and national economies. Examples include economic and business development, tourism and biosecurity.

This corporate plan raises the profile of these partnerships, and begins collaboration at the planning stage. Early involvement of stakeholders in planning will help ensure future effort and investment are appropriately prioritised.

What our community said in the 2025 community satisfaction survey

SERVICES

Relative to other services, community feedback recognised the work done in **Tourism and visitor promotion** (69%) - in summary, Council needs to keep delivering in that area.

Some services were identified as lower priorities by respondents, but nevertheless are critical to some sectors of the Shire economy such as agriculture. Management of invasive animals and plants, for example, is part of the National, State and Shire biosecurity agenda and is vital for growth of the agricultural sector.

Overall, services identified for attention were wild dog and pest animal control and pest weed control.

PRIORITIES FOR THE FUTURE

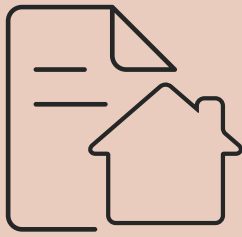
The importance of development and investment attraction was highlighted by survey respondents' top priorities for the future:

- **Maintain / grow local business** (Number 2) - 41%
- **Liveability** (Number 3) - 31%
- **Maintain / grow population** (Number 4) - 24%

Although still amongst the highest ranked priorities, support for maintaining / growing the population has more than halved since the first survey in 2018. This is likely due to two factors:

- A significant increase in other priorities such as Transport (from 10% in 2018 to 48% in 2025).
- Increased need to quantify and communicate the value of growth to existing residents.

Given the close links between economic and business development, liveability and transport, all 3 have remained important priorities for Council's corporate planning.



Development

- ▶ Development - Planning and Building
- ▶ Local laws review and compliance
- ▶ Master plans (towns, facilities)
- ▶ Planning scheme review
- ▶ Policies - Development, Liveability

Advocacy for:

- Red / Risk tape reduction

4

Guide **DEVELOPMENT**, support liveability and contribute to a flourishing economy through planned towns and community spaces, and managed growth.

Why?

Council is uniquely positioned to directly influence some aspects of Shire liveability and economic growth using local government processes.

Through a coordinated approach to strategic planning, and broad community consultation, Council can provide for well considered and managed growth.



Strategic partnerships and local investment attraction

- ▶ Economic development plan (e.g. Intermodal Transport Precinct)
- ▶ Destination management plan (Tourism and marketing) (e.g. Visitor Information Centre)
- ▶ Biosecurity plan
- ▶ Local, regional, state and national spend reporting
- ▶ Funding applications, progress reporting and acquittals
- ▶ Resources working group (round table)
- ▶ Agri business community advisory committee

Advocacy for:

- Resource industry certainty and legislative change

5

Build **STRATEGIC PARTNERSHIPS** to attract the funding and **INVESTMENT** needed for strong and growing communities.

Why?

Given the Shire's small number of ratepayers, Council does not have the financial capacity to achieve all community priorities alone. However, Council can work with others to ensure community needs and priorities receive attention. Collaboration can result in greater benefits than any individual stakeholder or group could achieve alone.



Community access to services for health and wellbeing, lifelong learning and connection

Local government and healthcare

Within Queensland (and Australia), healthcare is not ordinarily part of local governments' financial responsibilities. However, the *Local Government Act 2009* provides councillors with leadership responsibilities that span both Council and the community. It is therefore within the ambit of councillors' role to advocate to higher levels of government for our community's health needs.

The new corporate plan prioritises continued:

- formal advocacy for extension of the Multipurpose Health Service (MPHS) commenced in 2026
- participation in regular consultative forums
- Council's auspicing of health programs with funding through the Australian Government.

Community and lifestyle

Quilpie Shire is widely regarded as one of Queensland's safest and most welcoming communities, offering an affordable and connected lifestyle.

Supporting this connected lifestyle, Council maintains and enhances places and spaces to bring people together for a range of purposes. Diverse facilities cater for sport, recreation, engagement with government and business, exercise, lifelong learning and enjoyment of the Shire's landscapes.

What our community said in the 2025 community satisfaction survey

SERVICES

The community scored Council's community services highly both in perceived service level and importance. Highly rated services included:

- ▶ **library**
- ▶ **sporting venues and facilities.**

The aged care activities program, other facilities and arts were also considered (by the survey respondents) to be high performing services, even though ranking slightly lower than the above services in perceived importance.

PRIORITIES FOR THE FUTURE

Residents ranked health services as the number 1 community priority for the future (equal to transport). Number 3 was liveability.

In the survey, liveability was followed by the closely related priorities of maintaining/growing the population and community and culture.

Health has consistently ranked in the top 2 community priorities for the future in Council's survey since its commencement in 2018. Relatedly, good health, allied health and health support services have ranked lower than other areas in perceived Shire strengths.





Healthcare

- ▶ Participation in consultative forums for:
 - Multipurpose Health Service (MPHS)
 - South West Hospital and Health Services (SWHHS)
 - Western Queensland Primary Health Network (WQPHN)
- ▶ Auspiced programs (e.g. Health promotion, Community support)

Advocacy for:

- Multipurpose Health Service (MPHS) extension

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Advocate for, and promote, the **HEALTHCARE** needs of our communities across residents' lifespan, from the very young to those later in life.

Why?

The increased emphasis on healthcare advocacy and support within Council's corporate planning reflects community priorities.



Community services and facilities

- ▶ Arts
- ▶ Culture, including indigenous
- ▶ Events
- ▶ Halls
- ▶ Library
- ▶ National Disability Insurance Scheme (NDIS) support
- ▶ Sport and recreation facilities
- ▶ Cemeteries

Advocacy for:

- Early learning and childcare centre

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Provide and advocate for **COMMUNITY SERVICES and FACILITIES** that build and retain connections, enhance liveability or meet priority needs.

Why?

Community feedback reflects continued support for the good range of community services and facilities.



Collaborative and accountable government

Embracing collaboration

Building a stronger, more connected Quilpie Shire effectively begins at home - i.e. how we function as a team, a local government and community leader.

The new corporate plan includes three key initiatives that will embed collaboration into Council's annual operations:

- Empower the 'Combined Businesses' network by supporting collaboration and structure, understanding offerings and attracting emerging businesses.
- Set up of an Agri-Business Advisory Committee to work with Council on the Shire's Biosecurity planning and management, and other issues impacting this sector.
- Development and adoption of a community engagement framework to strengthen Council's project planning. This will provide opportunities for community feedback and enhance communication with the community on our progress.

Prioritising accountability

Although councillors are ultimately accountable for local government performance, we all have an important part in implementing the elected Council's policies, priorities and decisions.

The new corporate plan prioritises new performance ('success') measures at all levels of Council, with monthly reporting to Councillors. This will provide councillors with:

- more frequent progress updates on adopted plans
- timely updates for their communications with residents.

Strategic performance indicators are categorised as "the 8 P's"

Population	Progress
Plans	People
Persistence	Partnerships
Projects	Property & Plant

What our community said in the 2025 community satisfaction survey

SERVICES

Residents ranked Council's top 4 core **strengths** as:

1. **Service delivery** (82%)
2. **Councillor approachability and availability** (81%)
3. **Staff approachability and customer service** (78%)
4. **Financial management** (74%)

PRIORITIES FOR THE FUTURE

Four (4) areas were identified for continued attention in future years.

Each has been considered in drafting the new plan and strategic priorities.

- **Consultation** (formally or informally)
- **Responsiveness** to issues / complaints / concerns
- **Website** - development to include expanded and informative content
- **Newsletter** - ongoing enhancements to add value for residents

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ADAVALE | CHEEPIE | EROMANGA | QUILPIE | TOOMPINE

HONOURING THE PAST, BUILDING THE FUTURE: BOB YOUNG PARK PLANS FINALISED

Your input was instrumental in refining the vision. The final design directly incorporates the community's practical ideas, including key enhancements like:

- A curved high screen backdrop for added privacy and focus.
- An inviting entry archway.
- The use of locally recommended plant species to better suit our environment.

With the community's feedback incorporated and funding secured through the Works for Queensland program, the project will now proceed to the tender phase. Construction is scheduled to begin after ANZAC Day 2026, respectfully honouring the park's significance as a place of remembrance. Thank you to everyone who participated. Your contribution has been vital in creating a design that has ensured Bob Young Memorial Park will continue to be a cherished part of Quilpie's story.

IN THIS ISSUE

- READY, SET, SPLASH! QUILPIE POOL REOPENS WITH MAJOR UPGRADE
- QUILPIE SHIRE CHALLENGE ACHIEVES REMARKABLE NATIONAL AND STATE RESOLUTION
- TOOMPINE AIRPORT UPGRADE TAKES OFF - A MAJOR SECURE AND SHERIFF RUNWAY
- CLUB INITIATIVE SECURES MAJOR UPGRADE FOR QUILPIE BOWLS
- QUILPIE SHIRE LEADERS CHAMPION REGIONAL QUEENSLAND AT STATE CONFERENCE

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Teamwork

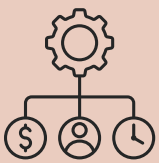
- ▶ Organisational and team effectiveness and good governance
- ▶ Training and professional development
- ▶ Workforce planning, design and implementation
- ▶ Workplace health, safety and wellbeing

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Through strong **TEAMWORK**, maintain a safe, healthy, positive and productive workplace where our people can confidently fulfil responsibilities, continue to improve and have the opportunity to flourish.

Why?

When our team members flourish, so does our organisation, and the communities we serve.



Financial and resource management

- ▶ Audit and risk management
- ▶ Council facilities (Maintenance, refurbishment and upgrades)
- ▶ Financial management
 - Financial planning
 - Financial accountability
 - Financial policies and processes
- ▶ Gravel and water coordination
- ▶ Information management (and technology)
- ▶ Integrity initiatives
- ▶ Plant and workshop management

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Manage our **FINANCES** and **RESOURCES** responsibly, continuing to build Council's capacity to meet the needs of Shire communities now and in the future.

Why?

- Local government as an institution is here for the long haul. Quilpie Shire as we know it will be 100 years old by the end of this plan. Our financial planning must therefore consider the short and longer-term implications of our decisions. Similarly, how we manage information is important to ensure we pass on what we know, and critical service information to future generations of employees.
- As Council generates only a small part of revenue from within the Shire, using what we have wisely is a key priority. This includes pursuit of optimal asset management practices for our property and plant.
- Some resources, such as gravel are finite, and therefore must be carefully managed to support future roadworks. Both availability and cartage distance for water and gravel significantly influence the cost of road projects.



Leadership

- ▶ Advocacy
- ▶ Council meetings and workshops
- ▶ Community engagement and leadership
- ▶ Darling Downs South West Queensland Council of Mayors (**DDSWQCoM**)
- ▶ South West Queensland Regional Organisation of Councils (**SWROC**)
- ▶ Western Queensland Alliance of Councils (**WQAC**)
- ▶ South West Regional Roads and Transport Group (**RRTG**)
- ▶ Local and District Disaster Management Groups (**LDMG, DDMG**)

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Provide **EFFECTIVE LEADERSHIP** for Council and our communities through inclusive community consultation, informed decision-making and open, clear and timely communication.

Why?

- Collective ideas, honest conversations and informed decisions are integral to shaping our Shire's future.
- Effective communication for our community about Council policies, decisions, expenditures, progress and results underpin accountable government.



Adavale | Cheepie | Eromanga | Quilpie | Toompine