



QUILPIE SHIRE COUNCIL Operational Plan 2026/27

Strong, connected, growing together

Adavale | Cheepie | Eromanga | Quilpie | Toompine

Executive Summary

Our planning and performance framework

Our corporate plan 2026-2031 comprises a 10-point plan, built upon 4 pillars for a strong, connected and growing Quilpie Shire:

- Well planned, managed and affordable infrastructure ready for growth.
- Guided development and investment attraction to grow our communities.
- Community access to services for health and wellbeing, lifelong learning and connection.
- Strong and accountable government.

The following pages provide a summary of our annual operational plan. It is a 12-month insight into the diversity of our local government's operations.

Our planning, implementation (through Council's organisational structure), progress reporting and performance measures are fully integrated so that each team member has a clear line of sight to Council's corporate plan – i.e. each person can see how their daily work is achieving our elected Council's priorities.

Similarly, through alignment of team and corporate performance measures, we have clear expectations and a shared vision of success.

To ensure that there are clear lines of responsibility between the Director and Deputy Director positions, directorate specific goals will be led by either the Director or Deputy Director.

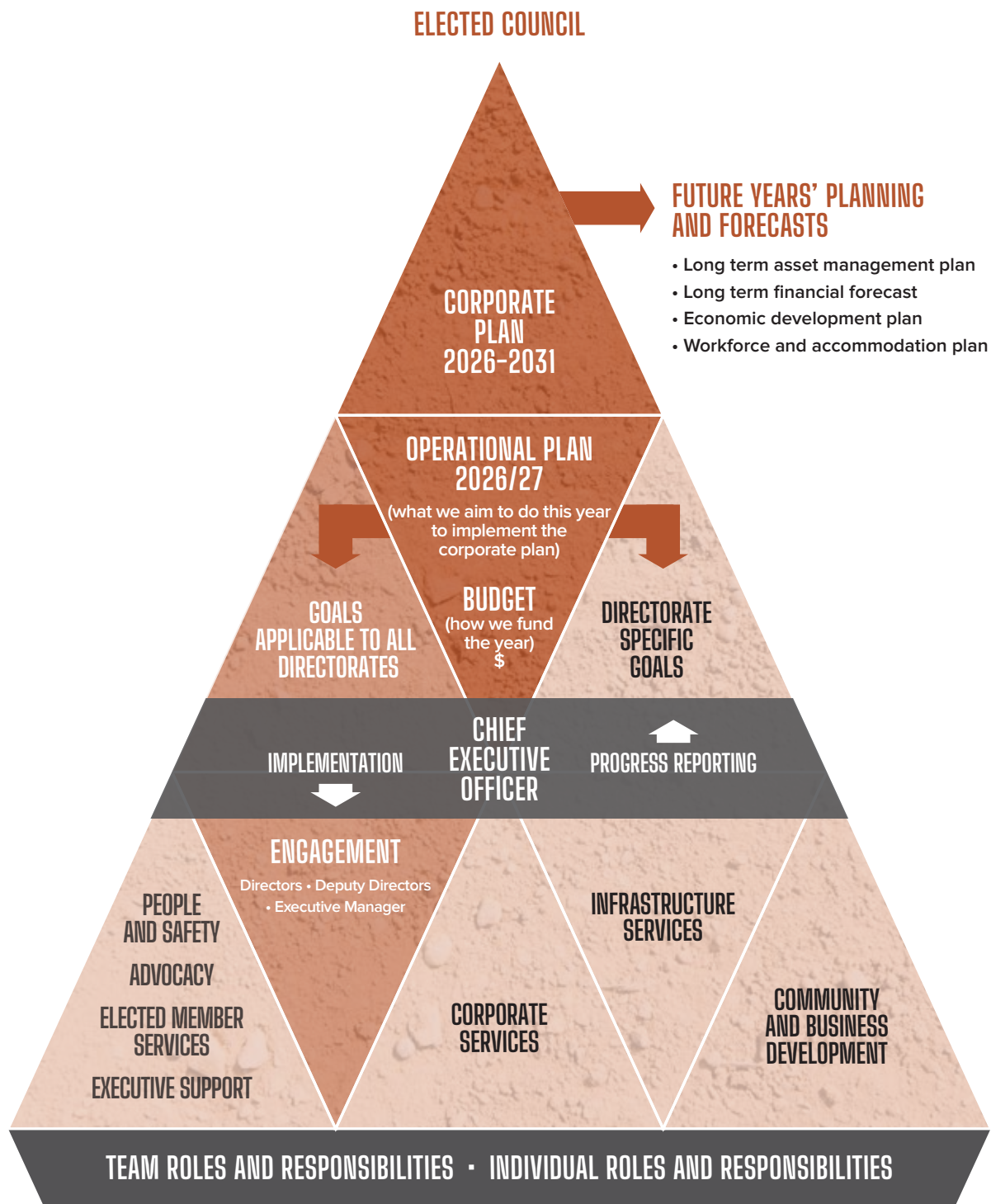
In the case of specific goals or tasks that carry a high level of strategic, operational or financial risk, the Director will provide review, guidance and support to help ensure successful delivery.

Risk management

A comprehensive review of operational risks has been undertaken. In essence, we have considered what could go wrong and shown how we are proactively managing the risks to minimise or eliminate potentially adverse outcomes.



Planning, implementation, progress reporting and performance





Well planned, managed and affordable infrastructure ready for growth



1.0 Land and housing

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

Services		Our objectives for 2026/27
1.1	Land development, housing construction and refurbishment	Ensure Quilpie Shire growth is supported by the availability of developed land for homes and businesses, and a mix of quality housing.
1.2	Housing management, administration and sales	Make Quilpie Shire a welcoming home, by administering quality housing that supports Council's operational needs, tenant welfare, and community service delivery.
1.3	Gyrca Gardens units and aged persons housing	Provide independent living units at Gyrca Gardens Retirement Village and other property that enable residents to downsize while maintaining connection with family, friends and community.

Because a shortage of developed land and availability of quality housing may constrain the Shire's ability to grow and reach its target population of 1000 residents ('Q1000'), Council has, and will continue to demonstrate leadership in delivery, while actively seeking partnerships to minimise the financial impact for Council and the community.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Inability to grow as a community (strategic) and recruit to vacant positions (operational) due to: → lack of housing and developed land.	• Undertake budgeted Capital projects – Land to proactively meet future demand (i.e. not reactive to growth) – Goal 1.1 (a)	Projects & Programs	DIS
	• Undertake budgeted Capital projects – Housing (New housing stock) to increase availability of quality new homes – Goal 1.1 (b)		DIS
→ housing not considered suitable (e.g. not well maintained or managed)	• Undertake budgeted Capital projects – Housing (Existing housing stock) to enhance liveability for current and future tenants – Goal 1.1 (c)	Projects & Programs	DIS
	• Develop and implement a preventative maintenance schedule (who, what, when, why) and coordinate delivery (e.g. air-conditioner servicing, smoke alarms) – Goal 1.2 (i)		EMPS
	• Schedule and facilitate reactive maintenance as required, within the allocated budget – Goal 1.2 (j)		EMPS
	• Conduct housing inspections (target 3 per year) including issuing of applicable notices – Goal 1.2 (n)		EMPS
	• Contribute to reviews of the asset management sub-plan for buildings and other structures (housing) – Goal 1.2 (a)	Plans	DIS with EMPS
→ misalignment of timing – housing availability vs timing of vacancy.	• Integrate accommodation considerations into a combined workforce and accommodation plan for Council employees – Goal 1.2 (b)	Plans	EMPS
Insufficient inhouse knowledge of tenancy laws	• Appoint a local real estate agent.	Partnerships	EMPS
	• Monitor effectiveness and compliance of Council's appointed agent. – Goal 1.2 (d)		
	• Annual training plan for Council employee includes Certificate IV in Real Estate practice.	People	
People and processes impacting housing suitability for key demographics (e.g. Gyrica Gardens)	• Conduct building and safety inspections in accordance with Council policy, document findings and follow-up outcomes – Goal 1.3 (b)	Projects & Programs	DDCBD
	• Document the inspection process to provide for continuity of the service in the event of employee changes – Goal 1.3 (i)	Policies & Processes	DCBD
	• New and refurbishment projects will be undertaken in accordance with the Livable Housing Design Standard.	Projects & Programs	DCBD



2.0 Essential infrastructure and regulated services

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

Services		Our objectives for 2026/27
2.1	Water (Supply and reticulation)	Provide a safe, reliable and compliant drinking water service to Quilpie and Eromanga, and contribute water infrastructure at Adavale, Toompine and Cheepie.
2.2	Sewerage (Reticulation, treatment and disposal)	Plan and deliver a sewerage service for Quilpie and Eromanga in accordance with the Queensland Government's Environmental Authority and Council's Customer Service Standard.
2.3	Waste (Collection and disposal)	Plan and deliver a waste collection service in Quilpie and Eromanga, and disposal facilities in Quilpie (including landfill), Adavale, Eromanga and Toompine, operated in accordance with the Queensland Government's Environmental Authority.

Because of ageing assets, high industry demand for specialist water/sewerage skills, small population and financial constraints, Council's essential infrastructure and regulated services may become inadequate or unreliable, resulting in reduced service levels, regulatory non-compliance and increased operating costs.

As water is essential to public health and growth, Council places a high priority on meeting Council's responsibilities as a water provider, while seeking partnerships and continuing to improve performance across all other areas.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Employee turnover in the specialist area of water and sewerage leading to a loss of internal knowledge on compliance requirements.	Key compliance goals are now separately itemised so that councillors, executive and all team members are aware of what needs to occur and when. • Water – Goals 2.1 (e) to 2.1 (o) • Sewerage – Goals 2.2. (c) to 2.2 (k) • Waste – Goals 2.3 (b) to 2.3 (e) Council's appointed Director Infrastructure Services is a Registered Professional Engineer of Queensland (RPEQ) who can provide guidance and support to local team members.	Progress (Compliance)	DIS
Environmental authority conditions (with significant implications for Council) may not be widely known or visible to those accountable for Council's environmental performance. With the small number of employees, the requirements may be overlooked due to daily work demands.	Environmental authority conditions have been embedded in the annual goals so all levels of Council have oversight of requirements.	Progress (Compliance)	DIS

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Council's work procedures may not align with the environmental regulator's requirements.	The Director has been identified as the key contact for liaison with the Regulator. The operational plan includes: • Finalise, maintain and implement written procedures (G8) approved by the regulator. • Sewerage – Goals 2.2 (r) • Finalise, maintain and implement written procedures (G8) approved by the regulator. • Waste – Goals 2.3 (h) <i>G8 – Environmental Authority condition.</i>	Projects & Programs	DIS
Ageing or not-fit-for purpose assets may impact: → employees' ability to comply the environmental authority conditions.	The Director is remaining in contact with the regulator on operational constraints. The operational plan includes: • Advocate for funding from the Queensland Government for the Quilpie sewage treatment plant – Goals 2.2 (o)	Persistence	DIS
→ workload due to levels of reactive maintenance.	Both water and sewerage services include: • Develop and deliver a documented preventative maintenance schedule. • Water – Goals 2.1 (w) • Sewerage – Goals 2.2 (s)	Programs & Projects	DIS (Development) DDIS (Implementation)
→ service delivery	The operational plan includes: • Advocate for funding from the Queensland Government for the Eromanga Bore – Goals 2.1 (t)	Persistence	DIS
	Both water and sewerages include reviewed asset management plans: • Plan for the affordable management of infrastructure over the longer term. • Water – Goals 2.1 (a) • Sewerage – Goals 2.2 (b)	Plans	DIS
	• Complaints for water and sewerage will now form part of progress reporting to Councillors as part of goals: • Water – Goals 2.1 (r) • Sewerage – Goals 2.2 (n)	People	DDIS



3.0 Transport

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

Services	Our objectives for 2026/27
3.1 Airport and airstrips	Facilitate air travel through the provision of safe and efficient infrastructure, maintaining Shire connections for business, education, medical, disaster response, social and recreational purposes.
3.2 Disaster response and recovery (for road assets)	Request activation of Disaster Recovery Funding Arrangements (DRFA) where eligibility criteria has been met for financial assistance to Quilpie Shire Council, administer funding and coordinate works to respond and reconstruct assets.
3.3 Footpaths	Provide a safe, connected network of off-road pathways that supports health and wellbeing through active transport, and connects to key destinations including schools, health services, business precincts and community facilities.
3.4 Roads and drainage	Maintain the urban and rural roads (transport) network and renew and upgrade infrastructure drawing on Council's asset management plan and prioritisation framework.
3.5 Gravel and water	Support Council's roads and drainage function through the operation of quarry pits that are compliant with Queensland Government environmental authorities and permits.



Because of extreme weather events, extensive infrastructure and resource constraints, Council's transport network may fail to meet required service levels, resulting in unsafe travel conditions, reduced accessibility, increased maintenance costs and disruption to community, freight and emergency services. Council is highly receptive to affordable projects and other initiatives that build resilience for the road network, and partnerships that deliver financially sustainable outcomes for the Shire.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
The airport is a critical infrastructure asset for Council but is heavily regulated for safety. Employee turnover or unexpected absences may impact service delivery.	As there has been a recent change in the Director position, the annual operational plan includes: Undertake a skills audit and arrange training for identified primary and back-up Aerodrome Reporting Officer (ARO) roles to ensure business continuity for this critical community asset. Further, maintain suitably trained staff in aviation refuelling facilities – Goal 3.1 (i)	People	DIS
	- Review safety compliance documents and processes, signed off by the Director and Chief Executive Officer: - Operating manual - Emergency planning - Safety management system - Pavement, surface, lighting assessments - Ground operations – Goal 3.1 (k)	Policies & Processes	
Council is undertaking multiple (major) restoration programs for public assets within an administratively complex funding framework. It would be easy for a requirement to be overlooked or an error made.	The annual operational plan includes: Engage with Queensland Reconstruction Authority representatives to facilitate the optimal outcomes for the Shire – Goal 3.2 (e)	Partnerships	DIS
Roadworks is heavily dependent on major funding programs with due dates (for progress reports, audits and completion). Dates can be easily overlooked when efforts are focussed on project delivery.	The implementation of the new organisational structure includes: Provide for central coordination of progress reporting to funding bodies. An internal check is therefore in place to minimise the risk of dates being missed.	Partnerships	DCS (in collaboration with DIS for project progress)
	Where possible, prioritise externally funded works in the works programming to ensure Council's responsibilities are met, further building Council's reputation for delivery – Goal 3.4 (f)		DIS (for works programming)
There are some 17 gravel pit sites that are subject to Department's Interim agreement with Boonthamurra Aboriginal Corporation until 31/12/26.	The annual operational plan includes: Continue to liaise with the Department to explore options and minimise interruption to the roads service delivery – Goal 9.6 (l)	People	DIS
Council works may not meet rural residents' expectations	The annual operational plan includes: Progressively embed rural resident engagement (e.g. notifications, updates, opportunities for information sharing and feedback) ahead of rural road maintenance and upgrades – Goal 3.4 (m)	People	DIS in collaboration with DDIS
Given the geographic distances between rural residents they may not be aware of Council work on the road network and the level of service provided.	The annual operational plan includes: Prepare and publish on Council's Facebook a photo and a short update on completed road works (maintenance, inspections of contractor works and capital projects) balancing human, technical and community interest – Goal 3.4 (n)	People	DIS



Guided development and investment attraction to grow our communities



4.0 Development

Guide DEVELOPMENT, support liveability and contribute to a flourishing economy through planned towns and compliant building works, ensuring growth is managed.

Services	Our objectives for 2026/27
4.1 Planning and building	Ensure that building works (new or altered) are structurally safe, located appropriately and comply with the Queensland Government's <i>Building Act 1975</i> and relevant regulations and guidelines. Further that new developments are well planned, compatible with surrounding land uses and respond appropriately to site constraints, that any impacts can be managed, and their infrastructure requirements can be met as required by the Queensland Government's <i>Planning Act 2016</i>.
4.2 Local laws and other regulatory services	Ensure that resident actions do not impact the safety and amenity of our towns for other residents.

Because of the age of the development instruments (e.g. planning scheme and local laws), they may not help us to meet Council's overarching targets for sustainable population and economic growth.

Council is highly motivated to welcome development provided growth is well managed and positively contributes to liveability for current and future residents.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Insufficient development volume makes it operationally and financially unviable to appoint employees with specialist skills in planning and building.	The operational plan provides for service agreements with another Council (for planning and building approvals) and a business (for building certification) – Goals 4.1 (c) to 4.1 (d)	Partnerships	DCS
The small, close-knit community can make it difficult for local employees to undertake compliance programs due to family and social relationships.	The operational plan provides for service provision by another Council for key compliance activities such as food licensing and animal inspections – Goals 4.2 (a) and 4.2 (b)	Projects & Programs	DCS (Food licensing) DCBD (Animal inspections)
What and how any enforcement is undertaken may not align with the current elected Council's (or our communities') expectations.	As Council's Local Laws were last reviewed in 2011 and the current suite of local laws were made in 2012, the 2026/27 operational plan includes a full review as a Special project – Goal 4.2 (f)	Projects & Programs	DCS
Employees' ability to operationally support Council's development priority may be constrained by the current planning scheme.	The operational plan includes: Review and update the planning scheme in accordance with the <i>Planning Act 2016</i> – Goal 4.1 (a) <i>Proudly funded by the Queensland Government's Scheme Supply Fund.</i>	Plans	DCS





5.0 Strategic partnerships

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

Services		Our objectives for 2026/27
5.1	Economic and business development	Facilitate connections within and across business and industry to share knowledge, build skills, remove barriers to success, innovate and grow the Shire economy.
5.2	Tourism	Promote the Shire's attractions to residents and visitors, connect Quilpie's tourism businesses and provide visitor information services that encourage travellers to come, stay longer and return to the Shire.
5.3	Industry partnerships	Advocate for, and collaborate with major industries, providing an environment where both industry and the Shire prosper.

Because our business community is spread across the Shire, without Council's coordination, some barriers to success and shire opportunities may not be identified.

Quilpie Shire, through its elected representatives and officers, actively promote that the Shire is 'open for business', and is highly supportive of initiatives whether at a State, regional or local level that capitalise on the Shire's potential.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Service delivery could be misaligned with the expectations of key stakeholders for Council – i.e. local business, industry and government.	The operational plan includes the finalisation of the economic development plan: Lead the development, implementation, management and review of Quilpie Shire's Economic Development Plan – Goal 5.1 (a) The plan's development includes in-region consultation with Councillors and the community. The plan will also inform Council's special project priorities and consequently the future work program for Economic and business development.	Plan	DDCBD
	The operational plan includes: - Foster a business led initiative for a Quilpie Shire Business Collective – Goal 5.1 (h) Council's Economic and Business Development lead will attend the meetings to stay up to date on current issues affecting the businesses. - Seek expressions of interest for a Resources Roundtable.	People	DDCBD

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Service delivery could be misaligned with the expectations of key stakeholders for Council – i.e. local business, industry and government.	With agriculture being the number 1 industry in the region, the operational plan includes: Seek expressions of interest for the agri-business advisory committee or subsequent vacancies, submit to Council and facilitate appointment – Goal 5.3 (e)	People	DCBD (Agri-business)
	Provide reporting of the agri-business advisory committee meeting outcomes to Council to facilitate consideration, decision-making and implementation – Goal 5.3 (h)	Partnerships	
	Undertake a major review of the biosecurity plan (for invasive biosecurity matter for Council's area). The plan, once approved, will guide the work program for the team members. It will also ensure alignment with Biosecurity Queensland's direction.	Plans	
Employee roles may be unclear where a private sector business is operating on Council land.	The operational plan includes formal agreements that clarify the responsibilities of each party: - Administer the lease between Council and Outback Car Hire Pty Ltd, with the formal commencement of car hire services in Quilpie from 1 July 2026 – Goal 5.1 (e) - Undertake negotiations and implement licensing agreements for the kiosk and commercial vehicle parking at the airport – Goal 5.1 (f)	Partnerships	DCBD
Accurate population data may not be available to inform employees' advice to Council and/or support funding applications.	The operational plan includes: Actively promote the importance of resident participation in the 2026 census to improve the quality of population and other data collated and published by the Australian Bureau of Statistics – Goal 5.1 (t) <i>(All levels of government rely on the data to inform planning and funding decisions).</i>	Population	DDCBD
Data on program usage may not be captured to inform resourcing decisions.	Progress reporting going forward will continue to update the elected Council on trends in visitor numbers and engagement in programs but will also extend into other areas of economic and business development and industry partnerships.	Projects & Programs	DDCBD



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



6.0 Healthcare

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

Services		Our objectives for 2026/27	
6.1	Consultative forums and advocacy	Advocate for Shire health services and infrastructure, supported by quality data on resident needs.	
6.2	Community health and wellbeing programs	Build connections to improve the health and wellbeing of our residents.	

Because ultimate responsibility for healthcare does not lie with local government, there are limitations to Council's influence. However, what is important to Quilpie communities is important to our Councillors who are committed to advocating for community needs at all opportunities. Council is also open to collaborative programs while also balancing the need for sustainable service delivery at a local level.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Potential resourcing implications for Council teams if programs are well supported by the community, but external funding is reduced or withdrawn.	Data on programs (e.g. Programs delivered, session and attendees) will be included in future progress reporting to assist with Council's advocacy and resourcing considerations. The annual operational plan also includes: • Prepare Council meeting agenda reports for any changes to funding arrangements – Goal 6.2 (h)	Projects & Programs	DCBD





7.0 Community services

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

Services	Our objectives for 2026/27
7.1 Community services	Enhance liveability through a range of services and experiences focussed on leisure, lifelong learning and social connection. Grow Quilpie Library as a community hub for all ages by reducing barriers to access, investing in programs, resources and services that align with the community's interests, and effectively promoting the library to the community.
7.2 Community facilities	Maintain and progressively enhance public places and spaces in our towns and surrounding areas for the benefit of residents and visitors.

Because community services and facilities are unique to individual communities, and leadership of both Council and community organisations change over time, responsibilities can become unclear in the absence of written information. Similarly learnings from each community event are valuable to future employees but will be lost if not in writing and included in the records system.

Council embraces collaboration and community partnerships while seeking to minimise the risk of misunderstandings or impacts to service levels arising.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Application of Council's policies relating to community services may not align with community expectations.	The annual operational plan includes periodic review of policies in accordance with a policy calendar – Goals 7.1 (l) to 7.1 (o)	Projects & Programs	DCBD
Turnover of employees may result in a loss of knowledge on what has worked for past events, and learnings for future events.	The annual operational plan includes: Progressively develop and continually improve a suite of event management plans for regular and major event types held at key locations across the Shire (updated with learnings from each event) – Goal 7.1 (a) This will share knowledge with current and future employees.	Plans	DCBD (Development) and DDCBD (Implementation)
Where facilities are owned by Council but operated by community organisations, employee responsibilities may become unclear.	The annual operational plan includes: - In conjunction with the development of Sport and Recreation Strategic Plans, implement, administer and review user agreements for Council's community facilities including: - Bulloo Park - John Waugh Park - Adavale Sport and Recreation Facility - Eromanga Rodeo Grounds - Toompine Polocrosse / Toompine Progress Association – Goal 7.2 (j)	Partnerships	DCBD





Collaborative and accountable government



8.0 Teamwork

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

Services	Our objectives for 2026/27
8.1 Customer service and responsiveness	Pursue excellence through: • ease of contact • professional, respectful and responsive service • timely, clear and accurate communications.
8.2 Team effectiveness and good governance	Do the right things well ("Kicking goals"). This includes: • Ensuring that all team members ultimately have clarity on: • their contribution to the team (role) • what needs to be done (goals) to achieve Council's plans, policies and priorities • how the 'rules' applicable to local governments relate to their work. • Define and measure success. • Transparently report our progress and results.

8.3

Training and development

Connect to share knowledge and grow.

This includes:

- Investing in development of our workforce's capacity to meet current and predicted service delivery needs.
- Seeking to maximise each employee's contribution to their position, team and organisation.
- Fostering a multi-faceted approach to learning that:
 - embraces different learning styles
 - minimises the short-term impact on current service delivery
 - delivers organisational and employee outcomes that are cost-effective and enduring.
- Seeking regular employee feedback on how we can continue to improve.
- Focusing on both organisational and individual professional development.

8.4

Workforce planning, attraction

Prepare for, and respond to, workforce and labour needs.

8.5

Workplace health, safety and wellbeing

Care for each person in our workplace.

This includes:

- Protecting employees (and others in our workplace) from physical and/or psychological harm (psychosocial).
- Implementing initiatives that promote and support enhanced wellbeing.



Because of Council's small team size, there is a near constant juggling of competing priorities including:

- Rising to meet increasing expectations on local governments irrespective of size
- Managing workload where there are no options for redistribution
- Continuing service delivery while still providing time for professional development
- Providing services even when positions are vacant for a short or longer time.

Such juggling increases the risk of missed or deferred services, regulatory non-compliances or other adverse outcomes. Within this context, Council keenly pursues initiatives that promote both innovative service delivery and employees' wellbeing, while having low acceptance of risks to employee health and safety.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Although there are a small number of customer requests each year, the number of entry points to Council heighten the risk of a request or complaint being overlooked.	The operational plan includes: Standardise the customer request and complaint recording processes so that the leadership team can monitor compliance and oversee actioning – Goal 8.1 (h)	Policies & Processes	DCS
	Implement a customer request and complaint system that facilitates status updates and compliance reporting against policy and charter timeframes.	Progress (Digital transformation)	DCS in collaboration with the leadership team
Regular review of policies could become administratively onerous given Council's size.	The operational plan includes: Develop a policy review calendar and administer reviews and publishing – Goal 8.2 (w) This will enable the executive team to prioritise the frequency of reviews (e.g. legislatively required policies annually, others at alternative intervals).	Policies & Processes	DCS
Employee turnover could result in loss of local knowledge of work practices and why certain steps are important.	The operational plan includes: As procedures are developed within the various Directorates, prepare in-house training modules (collaborating with the subject matter expert) and launch on Council's on-line learning platform – Goal 8.3 (g) This year focusses on new and reviewed written procedures required by the regulator (e.g. Waste, Sewerage).	Projects & Programs	EMPS in collaboration with DIS
	Corresponding goals: - Finalise, maintain and implement written procedures (G8) approved by the regulator – Goal 2.2 (r) - Finalise, maintain and implement written procedures (G8) approved by the regulator – Goal 2.3 (h)	Policies & Processes	DIS
Payroll has been identified as a critical business process due to the number of internal and external stakeholders. It is also a role that needs significant training and therefore business continuity is a risk in the event of unexpected unavailability.	Council already has a reciprocal service agreement in place with Murweh Shire Council that incorporates cross-training and exchange of payroll officers. This continues in the new operational plan: Lead and deliver the service agreement with Murweh Shire Council to contribute to business continuity within the region – Goal 8.2 (o)	Partnerships	EMPS
	An additional goal has been added: Develop, document, implement and test a Business Continuity Plan to provide for payroll continuity under diverse circumstances – Goal 8.2 (a)	Plans	

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Workload and performance statistics that are not timely do not enable support or corrective action progressively during the year.	Key statistical information in a consistent format is being embedded in the progress reporting so that data owners collate information during the year – Goal 8.2 (f) From a teamwork perspective: • Data communicating program usage and workload is provided in a timely and consistent manner for the elected Council. • Consistent collection provides for the analysis of trends within and across years (to manage team workloads and inform resourcing decisions).	Progress (Compliance)	Each member of the leadership team for their respective work areas.
It can be difficult for a small council to keep pace with the speed of legislative changes.	The operational plan includes monitoring and communication of legislation changes in conjunction with delegation updates (A second check to the service lead). An online system is being implemented that aligns goals with specific compliance requirements (where applicable). The operational plan includes: • Monitor changes in legislation and update the information embedded within the planning and performance system and associated tasks as required – Goal 8.2 A newly available local government industry service will also assist with this process.	Progress (Compliance)	DCS in conjunction with the executive lead for the service
Without timely and comprehensive data and trends for workplace health and safety, there is the risk of repeat incidents, or escalation of issues.	The operational plan includes a significant expansion of information reported to the executive team and councillors. The information includes a mix of lead (proactive) and lag (reactive) indicators and capitalises on the software's analytics to identify corrective actions. For example: • Provide monthly reporting on required actions from all sources (investigations, inspections, audits and hazards), progress and outstanding items – Goal 8.5 (d)	Progress (Compliance)	EMPS in collaboration with the WH & S Specialist
	Complementing these initiatives is a new Work Health and Safety Plan so that Councillors and the executive can receive regular update on progress against the plan. • Provide monthly reporting for progress and compliance with the Workplace Health and Safety Management Plan and annual calendar – Goal 8.5 (c)	Plans	EMPS in collaboration with DIS and the WH & S Specialist
Increasing expectations on councils increase workload for the small number of employees.	A new in-house employee program has been developed to concurrently achieve multiple purposes including workload management and employee welfare: • Implement a continual improvement program that reshapes the annual professional development review process to provide for shorter, more frequent conversations (check-ins) between each person and their supervisor (or member of the management team) – Goal 8.3 (e)	People	EMPS in collaboration with the leadership team



9.0 Finances and Council resources

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

Services	Our objectives for 2026/27
9.1 Audit, audit committee and risk management	Facilitate independent oversight of our financial systems, controls and reporting, enhancing accountability, transparency and compliance. Further, identify and proactively manage uncertainties related to our operations so that goals can be achieved and potentially harmful or adverse impacts can be avoided or minimised.
9.2 Council facilities	Maintain, refurbish and upgrade buildings and structures to support Council service delivery, and provide community and visitor services.
9.3 Financial planning	Plan our finances for the short, medium and longer term, ensuring that today's decisions leave a positive legacy for current and future generations.
9.4 Financial accountability	Strive for best practice accountability through the accurate, timely and comprehensive reporting of our operational and financial results.
9.5 Financial policies and processes	Contribute to community and infrastructure service and project delivery through: • legislatively compliant policies that are reflective of the elected Council's position • administration of efficient financial processes that manage risks.
9.6 Information and technology	Coordinate data and information services that support current and future service delivery, are responsive to advances in technology and manage risks and opportunities.
9.7 Integrity initiatives	Administer statutory functions (including associated policies and processes) to support, maintain and demonstrate the legal and ethical conduct on behalf of councillors and employees.
9.8 Fleet and workshop	Maintain Council's plant, equipment and workshop while: • minimising disruption to work teams and impact to the environment • maximising safety of operators and the workshop team.



Because Council has limited resources due to its size, it is particularly important to manage what we have responsibly on behalf of the community. Council places high importance on initiatives that strengthen our administrative governance and financial management and seeks to proactively manage both the risks and opportunities associated with advances in technology.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Given the small number of employees and daily work demands, risks may be identified and managed but not documented.	The operational plan includes: Continue to strengthen the enterprise risk system, policy and processes, working with the Executive Leadership Team and Deputies, to ensure that risks are identified and documented, control measures are in place (or planned/budgeted for) and are reviewed on a regular basis – Goal 9.1 (q)	Policies & Processes	DCS
The small number of internal resources for finance/ accounting and governance may constrain the pace of continual improvement.	Although only large local governments are legislatively required to establish an Audit Committee, Quilpie Shire Council has voluntarily undertaken to do so. With the best practice inclusion of independent members, Council can draw on additional expertise and oversight and progressively strengthen its governance. The operational plan includes: Facilitate meetings of the audit committee (minimum 2 per year) – Goal 9.1 (l)	Partnerships	DCS (Lead for internal audit and audit committee facilitation)
	As required, seek expressions of interest for Audit Committee members (e.g. should a vacancy arise or term conclude) and facilitate appointment at a Council Meeting – Goal 9.1 (m)	People	DDCS (Lead for external audit)
As some audit matters, particularly internal audit, involve areas beyond the accounting team, their daily work may be prioritised over action items.	A separate category of the progress performance indicator has been included in the plan for actions recommended by audit. The elected Council will also have visibility of progress through the following 2 items in the operational plan: Review, respond, allocate and implement external audit actions (e.g. observations, suggestions) and monitor completion – Goal 9.1 (h)	Progress (Audit)	DDCS
	Review, respond, allocate and implement internal audit actions (e.g. recommendations and opportunities for improvement) and monitor completion – Goal 9.1 (i)		DCS
Timeliness of project capitalisations can cause delays in the finalisation of annual financial statements.	The operational plan includes: Implement standard progress stages to efficiently communicate project status to Councillors, the accounting team and the executive. In this way, capitalisation can be undertaken on a progressive basis during the year (target within 60 days of practical completion) – Goal 9.1 (m)	Property & Plant	DDCS (in collaboration with DIS)

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Annual report preparation can create a significant workload if performance information is not captured progressively.	Key statistical information in a consistent format is being embedded in the progress reporting so that data owners collate information during the year – Goal 8.2 (f) This has 4 benefits: • Data communicating program usage and workload is provided in a timely and consistent manner for the elected Council. • Data owners are accountable for the data quality. • Consistent collection provides for the analysis of trends within and across years (to manage team workloads and inform resourcing decisions). • A standard format will streamline and standardise the annual review of the operational plan's implementation.	Progress (Compliance)	Each member of the leadership team for their respective work areas.
It can be difficult for a small council to keep pace with the speed of legislative changes.	The operational plan includes monitoring and communication of legislation changes in conjunction with delegation updates (A second check to the service lead). An online system is being implemented that aligns goals with specific compliance requirements (where applicable). The operational plan includes: • Monitor changes in legislation and update the information embedded within the planning and performance system and associated tasks as required – Goal 8.2 A newly available local government industry service will also assist with this process.	Progress (Compliance)	DCS in conjunction with the executive lead for the service
Computer networks have been compromised at other organisations including local governments. This remains a risk for Quilpie Shire also.	The operational plan includes proactive and responsive initiatives such as: • Conduct external penetration testing for the IT network – Goal 9.6 (b)	Progress (Compliance) – Council policy	DCS in conjunction with DDCS
	• Comply with the Mandatory Notification of Data Breach (MNDB) scheme under the Information Privacy Act 2009, effective 1 July 2026 – Goal 9.6 (c)	Progress (Compliance)	DDCS
	• Develop cybersecurity awareness training (on Council's training platform) to be periodically undertaken by all employees with system access (including identifying phishing attacks, secure password practices, social engineering, safe internet browsing habits and updating to address emerging threats and technologies) – Goal 9.6 (j)	People	DCS in conjunction with DDCS
	• Review the Information & Cyber Security Policy (CS.104) in accordance with the policy calendar – Goal 9.6 (n) • Review the Data Breach Policy (G.124) in accordance with the policy calendar – Goal 9.6 (q)	Policies & Processes	DCS

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
As more information is transformed into a digital format, it is increasingly important for record-keeping structures to be meaningful for end-users, or there risks a loss or public records. Council's records / business classification system is largely based on the Queensland Government System. It may not always align with how particular work areas operate at Quilpie Shire.	The operational plan includes a progressive, measured approach to reviewing and finetuning the system to ensure it is meaningful for current team members, while still being compliant. Review and continue to improve the business classification system to reflect Quilpie Shire Council services and operations and required retention schedules – Goal - 9.6 (f)	Progress (Digital transformation)	DCS
Given the small size of the community and the proportionate size of Council's workforce, it can be difficult to identify potential / perceived conflicts of interest.	Council already had a practice in place to identify, record and manage these for procurement – this is reflected again in the operational plan. Identify, prepare and manage conflict of interest declarations for employees involved in procurement – Goal 9.7 (g)	Progress (Compliance)	DDCS
	As a new integrity initiative, the operational plan includes: Develop and maintain a system to regularly capture, document and update each employee's personal interests where they may intersect with Council operations – Goal 9.7 (h)	People	EMPS
Although there are a small number of customer requests each year, the number of entry points to Council heighten the risk of a request or complaint being overlooked.	The operational plan includes: Standardise the customer request and complaint recording processes so that the leadership team can monitor compliance and oversee actioning – Goal 8.1 (h)	Policies & Processes	DCS
	Implement a customer request and complaint system that facilitates status updates and compliance reporting against policy and charter timeframes.	Progress (Digital transformation)	DCS in collaboration with the leadership team
Regular review of policies could become administratively onerous given Council's size.	The operational plan includes: Develop a policy review calendar and administer reviews and publishing – Goal 8.2 (w) This will enable the executive team to prioritise the frequency of reviews (e.g. legislatively required policies annually, others at alternative intervals).	Policies & Processes	DCS



What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Employee turnover could result in loss of local knowledge of work practices and why certain steps are important.	The operational plan includes: As procedures are developed within the various Directorates, prepare in-house training modules (collaborating with the subject matter expert) and launch on Council's on-line learning platform – Goal 8.3 (g) This year focusses on new and reviewed written procedures required by the regulator (e.g. Waste, Sewerage).	Projects & Programs	EMPS in collaboration with DIS
	Corresponding goals: - Finalise, maintain and implement written procedures (G8) approved by the regulator – Goal 2.2 (r) - Finalise, maintain and implement written procedures (G8) approved by the regulator – Goal 2.3 (h)		DIS



10.0 Effective leadership

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

Services	Our objectives for 2026/27
10.1 Advocacy	Clearly communicate our well-researched needs and persist in our search for funding and legislative change that supports growth of our communities.
10.2 Council meetings, briefings and workshops	Ensure the provision and coordination of key governance, compliance and service delivery functions associated with the elected Council's policy development and decision making.
10.3 Community engagement and leadership	Provide administrative support and information to assist Councillors in providing high quality leadership to Quilpie Shire Council and the community, and for Council to meaningfully engage with the community.
10.4 Disaster planning, mitigation, response and recovery	Prepare for, mitigate, respond and recover from disaster events that impact part or all the Shire.
10.5 Cross council and other collaboration	Join with other councils to progress the interests of Quilpie Shire, both directly and indirectly.

Because the same legislative framework applies to all local governments in Queensland irrespective of size (with the exception of Brisbane City Council), performance outcomes and legislative compliance can be constrained by the limited or unexpected unavailability of resources.

Council is committed to strengthening its compliance in a prioritised way. Recognised in both the corporate and operational plans, there are now specific goals and performance indicators for councillors and employees to review progress.

What could go wrong	How we are proactively managing our operations in 2026/27	How we will check progress (Performance indicator category)	Lead officer
Given the size, volume and scale of legislation applicable to local governments, and the limited resources available to Quilpie Shire Council, non-compliance could easily occur.	Under the <i>Local Government Act 2009</i>, legislative compliance features in both employees' responsibilities and councillors'. Employees <i>13 (2) (b) carrying out their duties in a way that ensures the local government—</i> <i>(i) discharges its responsibilities under this Act; and</i> <i>(ii) complies with all laws that apply to local governments;</i> Councillors <i>12 (3) (a) ensuring the local government—</i> <i>(i) discharges its responsibilities under this Act; and</i> ... <i>(iii) complies with all laws that apply to local governments;</i> Based on content from the Queensland Legislation website at 23 July 2026. For the latest information on Queensland Government legislation please go to https://www.legislation.qld.gov.au." The new operational plan begins a program of strengthening Council's compliance in a prioritised way. Key goals and performance indicators have been integrated into the operational plan and will form part of regular progress reporting to the elected Council. Recent local government industry initiatives will further assist in the management of this risk.	Progress (Compliance)	DCS
Potential misalignment between Councillors' and employees' views of high performance.	Under the <i>Local Government Act 2009</i>, Councillors are accountable to the community for the local government's performance. The operational plan significantly reduces the potential for any misalignment as the team performance management system is now built upon the elected Council's strategic priorities. The Executive Leadership Team members translate the Corporate Plan and Operational Plan into meaningful outcomes for our teams, ensuring employees have a clear line of sight between Council's strategic priorities and employees' respective area of responsibilities.	All indicators	CEO in collaboration with the executive leadership team
Projects not inclusive of key stakeholder input.	The new operational plan includes two new initiatives: Develop and maintain an electronic mailing list for current user groups, stakeholders and interested parties for planned projects ('Quilpie Contacts') to facilitate early engagement and fit for purpose outcomes. Input will help inform business cases, project specifications, progress updates, purchase / construction and final delivery / handover processes – Goal 10.3 (g)	People	DCBD
	Work closely with the elected Council, Chief Executive Officer and Directors to develop and implement a community engagement plan / framework – aiming to support strategic growth through the application of best practice systems, policies and processes [IAP2] – Goal 10.3 (a) This includes collaborating to identify and implement Councillors' community engagement expectations and Directorate needs for all operational plan and budget approved Council projects (matrix) – Goal 10.3 (b)	Plans	



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