



2025-2026

OPERATIONAL PLAN

Cunnamulla | Eulo | Wyandra | Yowah

Our plan for the Future



Annual Operational Plan 2025-2026

The Paroo Shire Council Annual Operational Plan serves as a crucial roadmap for our targets and goals over a twelve-month period. It's not just a document; it's a powerful tool that guides our staff in determining their performance milestones, budgetary needs, and it forms part of the basis for their monthly reports to Council.

The strategies outlined in the Annual Operational Plan are aligned in the Paroo Shire Council Corporate Plan 2023-2028. This comprehensive plan was developed in consultation with Council's leadership team, and it sets the long-term targets and goals that shape our future direction and our relationship with the community we serve.

Every year, during the adoption of our Annual Budget, the strategies from the Corporate Plan are carefully considered for the upcoming twelve months. They are evaluated alongside our commitments from previous decisions and resolutions and compliance with legislative requirements. The selected initiatives for the next financial year are incorporated into our Annual Operational Plan. During the budgeting process, adequate funds and resources are allocated to ensure the successful delivery of these initiatives throughout the year.

Section 104(5) of the *Local Government Act 2009* and Section 175 of the *Local Government Regulation 2012* outline the requirements and components of an operational plan. According to the regulation, the operational plan must align with the annual budget and clearly specify how Council will advance its five-year corporate plan and address operational risks. Our Annual Operational Plan is prepared in strict accordance with these guidelines.

Once adopted, the Annual Operational Plan undergoes quarterly reviews, which are conducted alongside the quarterly budget review. These reviews assess our progress towards achieving the outlined strategies while minimising any potential risks that could hinder service completion. The detailed information provided in the plan helps the Chief Executive Officer prepare quarterly reports to Council, highlighting progress made against performance measures.

The financial allocations required to execute the plan are included in the 2025/2026 Budget, which should be referenced alongside this plan.

Each strategic pillar of the Corporate Plan has a goal statement and is broken down into the Corporate Plan's strategic vision and mission. These missions are further illustrated into Annual Operational Plan Initiatives.

1. Excellence in Governance

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone	Progress Update
Accountable leadership and strong governance with integrity and accountability for optimum organisational performance.	1.1 Provide a safe workplace including wellbeing support	1.1.1 Development, adoption and implementation of Safety and Wellbeing Strategy by Stakeholder engagement and consultation or by Administering an Employee Satisfaction Survey/Poll	Director Corporate Services / Manager Human Resources	Adoption of the Strategy by Q3 review	
	1.2 Provide leadership, training and team building to ensure a coordinated, connected and learning organisation	1.2.1 Stakeholder engagement and consultation for training needs analysis	Director Corporate Services / Manager Human Resources	Adoption of a Training needs analysis/ Register by Q1 review	
		1.2.2 Review Programs to support Leadership Skills and Improve Leadership Capacity	Director Corporate Services / Manager Human Resources	Opportunities identified for employees by Q2 review.	
	1.3 Foster and promote a culture built on a shared vision with high levels of community collaboration	1.3.1 Review the existing engagement process to ensure consistency in approach.	Chief Executive Officer / Director Community & Environmental Services	Adopt a Community Engagement Strategy by Q2 review	
	1.4 Enable strategic implementation with high levels of accountability	1.4.1 Support Councillors and employees on effective stakeholder engagement	Chief Executive Officer	A minimum of two Community Engagement Sessions each year. Issues reported on quarterly	
		1.4.2 Develop HR metrics and a reporting framework	Manager Human Resources	Metrics approved by ELT by Q1 review Reporting and data collection commenced by Q2 review	
		1.4.3 Develop and implement a Performance Review and Development Plan for employees (excluding Directors and Managers)	Manager Human Resources	Performance Review and Development Plan regime reviewed by Q1 review Program implemented by Q2 review	

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone	Progress Update
		1.4.4 Develop and implement a Performance Review and Development Plan for Directors and Managers	Chief Executive Officer	Performance Review and Development Plan regime developed by Q1 review Program implemented by Q2 review	
	1.5 Deliver excellence in customer service	1.5.1 Deliver timely and efficient service to all Council customers, ensuring high levels of satisfaction	Director Corporate Services	Review & Monitor customer service processes to improve customer experience Downward trend in outstanding CRs each Q review	
	1.6 Transparency in processes and strong governance	1.6.1 Review Policies and Strategic Plans for relevancy and currency.	Director Corporate Services	Develop a Policy Review and Action Plan by Q1 review. Implement the Policy Review and Action Plan by reviewing two policies each month. Implement critical policy gaps by developing one policy each month as required.	
		1.6.2 Council complies with relevant legislation and has implemented a formal record keeping process. Train staff in records management and Magiq Training specifically.	Director Corporate Services	Training and implementation of Records Management program by Q1 review.	
		1.6.3 Monitor and action the recommendations from Internal Audit	Director Corporate Services	Develop an Internal Audit Action Plan and report quarterly to Council Close out 20% of outstanding Internal Audit recommendations by Q4 review	

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone	Progress Update
		1.6.4 Strengthen procurement practices and processes and implement Registers of Pre-qualified Suppliers	Director Corporate Services / Director Infrastructure Services	Process improvement plan developed by Q1 review Plan implemented in Q2 to Q4	
	1.7 Undertake best practice financial and risk management	1.7.1 Asset Management Plans are updated and integrated into the Operational and Capital Budget programs	Director Corporate Services	Integration to be completed by Q2 review	
		1.7.2 Council to develop an Operational Risk Register which aligns with the Corporate Strategic Risk Register	Director Corporate Services	Operational Risk Register adopted by Q3 review	

2. Our People and Strong Communities

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone	Progress Update
Build the capabilities of our people through the facilitation of ongoing learning and skilling opportunities and the provision of welcoming and inviting spaces with great facilities.	2.1 Celebrate Cultural diversity, history and traditions	2.1.1 Work with Traditional custodians and other stakeholders to collaborate on the appropriate presentation of culture.	Director Community & Environmental Services	Quarterly meetings with stakeholders held MoU with the Kunja People finalised by Q3 review	
		2.1.2 Indigenous artwork and sculptures to be considered within beautification projects.	Director Community & Environmental Services	Meetings of stakeholders held Q1 and Q2 Consultation protocols for future projects agreed upon by Q3 review	
	2.2 Promote and celebrate partnerships between traditional owners and Council	2.2.1 Liaise with Traditional custodians to investigate the development of interaction protocols.	Director Community & Environmental Services	Q2 Meeting of Stakeholders held Q1 and Q2 Adoption by Council of interaction protocols by Q43 review (Mayor is leading on this)	
	2.3 Provide inviting spaces and facilities to meet community needs	2.3.1 Complete all related projects and improve the level of service for the maintenance of all towns	Director Infrastructure Services	Cunnamulla Pool Masterplan to be completed by Q2 review John Kerr Park Masterplan to be completed by Q2 review Bike track project to be completed in Q1 John Kerr Park lighting upgrade project to be completed by Q2 review	

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				Softfall for Eulo playground to be completed by Q2 review Develop a towns maintenance schedule and report on regularly	
		2.3.2 Planning Scheme to be reviewed in 2025-26	Director Community & Environmental Services	Undertake a review of the effectiveness of the Planning Scheme with a view to streamlining approval processes, particularly for housing related developments.	
		2.3.3 Swimming Pool Upgrades- Stage 1.	Director Infrastructure Services	Develop project scope based on the Masterplan outcomes and have approved by Council by Q3 review	
	2.4 Vibrant libraries and inclusive flexible learning and skilling	2.4.1 Lobbying for Vocational Education with government bodies. Apply to Federal Govt RUSH program for an Education Hub.	Director Community & Environmental Services	Q2 Application to RUSH lodged.	
	2.5 Support for leadership programs and youth pathways	2.5.1 Continue to support the Youth Council	Director Community & Environmental Services	4 meetings held per year Agenda / structure / charter to be reviewed by Council and adopted by YC by Q1 review Report provided to Council on Youth and Community issues and proposed solutions after each YC meeting	

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone	Progress Update
		2.5.2 Work with RESQ to explore options to provide support and potential traineeships to potential youth within the Council.	Manager Human Resources	Options paper provided to Council for consideration in 26-27FY budget by Q2 review	
	2.6 Foster and promote active, safe and healthy communities	2.6.1 Effective enforcement of animal control within State laws and regulations, local laws and subordinate laws.	Director Corporate Services	Selective inspection program implemented in Q1 and Q All legislative requirements met in all quarterly reviews	
		2.6.2 Develop and deliver a Community Education Pet ownership program.	Director Corporate Services	Program developed by Q1 review. Program delivered by Q3 review	
		2.6.3 Implement the Local Housing Action Plan	Chief Executive Officer	Action Plan reported on Q1, Q2, Q3 and Q4 reviews LHAP updated for 2026/27 by Q4 review	
		2.6.4 Seek project partners to build houses/units or independent aged care units.	Chief Executive Officer	Advocacy efforts reported on and partners identified by Q2 review	
		2.6.5 Secure funding to upgrade and expand the CCTV network in Cunnamulla	Chief Executive Officer	Report on funding status and implement if successful	

3. Prosperous Economy

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone	Progress Update
To support our existing businesses and industries and to nurture new opportunities to grow and sustain a prosperous economy.	3.1 Promote and support a sustainable and diverse agricultural industry	3.1.1 Finalise the Economic Development Strategy and develop an Annual Implementation Plan.	Chief Executive Officer	Economic Development Strategy adopted by Council and Annual Implementation Plan developed by Q1 review	
		3.1.2 Advocate for funding for weed and pest eradication programs.	Director Community & Environmental Services	Advocacy undertaken and reported on by Q2 review Advocacy activity conducted by Mayor and collaboration with SWQROC	
		3.1.3 Develop and implement local strategies in conjunction with the Regional Feral Pig Coordinator	Director Community & Environmental Services	Local actions developed by Q2 review Local actions implemented by Q4 review	
		3.1.4 Identify surplus parcels of land, both rural and urban, which can be used for a housing options analysis .	Director Corporate Services	Finalise surplus land register by Q2 review Finalise a development / disposal strategy for all surplus land by Q3 review	
	3.2 Grow and enhance tourism	3.2.1 Investigate an Indigenous Tourism Traineeship	Director Community & Environmental Services	Dependent on grant funding application likely to be announced in Q1	
	3.3 Nurture and build the overall business and industry sector	3.3.1 Ensure a smooth transition of ownership of the Cunnamulla Hot Springs	Director Community & Environmental Services	Transition of ownership of the Cunnamulla Hot Springs in Q1 Advocate for an improved market strategy to showcase this world class wellness facility.	
		3.3.2 Implement the regional rental car scheme	Chief Executive Officer	Scheme finalised and implemented by Q2 review	

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	3.4 Advocacy and support for a digitally-enabled Shire	3.4.1 Lobby and advocate for digital capacity and improvement	Chief Executive Officer	Advocacy undertaken and reported on by Q3 review	
	3.5 Workforce development and attraction for a skilled workforce	3.5.1 Develop a Workforce Development and Skills Attraction Strategy	Director Corporate Services / Manager Human Resources	Workforce Development and Skills Attraction Strategy developed and adopted by Q3 review	
	3.6 Lobby and partner for safe and efficient transport networks	3.6.1 Roads to Recovery 2025-29 Delivery and achieve 100% project spend.	Director Infrastructure Services	2024/25 projects acquitted by Q1 review 2025/26 projects scoped (by Q1 review) and delivered (by Q4 review) and reported on regularly	
		3.6.2 Delivery of Council's RMPC	Director Infrastructure Services	Contract delivered and cost outcomes reported on	
		3.6.3 Attend the SWQROC RRTG Technical Group meetings	Director Infrastructure Services	All meetings attended and updates provided to Council	
		3.6.4 Flood Damage 100% completion of all works to QRA Standards	Director Infrastructure Services	Program delivered and reported on regularly	
		3.6.5 Deliver the capital works program	Director Infrastructure Services	Capital works program regularly reported on 90% delivery by EoFY	
		3.6.6 Continuation of RPT air services in and out of Cunnamulla Airport	Chief Executive Officer	Liaise with QDTMR to finalise new airline contract for SW region by Q2 review Implement new service agreement with airline by Q3 review	
		3.6.7 Airport Fuel Upgrade	Director Infrastructure Services	Project scope and costs finalised by Q1 review Project delivery by Q3 review	

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		3.6.8 Road Maintenance Program Review- undertake a detailed analysis of how the program is run and suggest changes to improve delivery.	Director Infrastructure Services	Review undertaken in Q1 and recommendations made to Council by Q2 review	
	3.7 Advocate for locally based service delivery	3.7.1 Implement Registers of Pre-qualified suppliers focusing on locally based businesses	Director Corporate Services / Director Infrastructure Services	Registers finalised by Q1 review Outcomes and benefits reported on by Q4 review	

4. Environmental Sustainability

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone	Progress Update
Protect, enhance, and sustain the environment with a balanced approach to sustainability and economic growth for longevity.	4.1 Consult with Indigenous peoples and Traditional Owners regarding sustainability planning	4.1.1 Develop Indigenous Land Use Agreements (ILUA) with Traditional custodians and stakeholders for access to Water, Quarries and Council controlled land	Director Community & Environmental Services / Director Infrastructure Services	DCSE to coordinate with the State Government to facilitate quarry ILUAs as required	
	4.2 Foster a shared vision for the environment through collaborations with all land managers	4.2.1 Review and update the Stock Route Management Plan	Director Community & Environmental Services	Stock Route Management Plan updated and adopted by Council by Q2 review	
		4.2.2 Community awareness and education about legislated requirements (General Biosecurity Obligations) to encourage voluntary compliance with pest animals and weeds.	Director Community & Environmental Services	Create and publish social media posts, programs in schools, information sessions, pop up stalls at community events to support the promotion of the Shire's Stock Route Management and Biosecurity Plans by Q3 review. Outcomes to be reported on quarterly	
		4.2.3 Community awareness and education about legislated requirements to encourage voluntary compliance with; - animal related matters, as well as - overgrown and unsightly allotments, - water restriction compliance, - illegal camping, - abandoned vehicles, - town common management, signage and other matters as State and Local Laws.	Director Corporate Services	Create and publish social media posts, programs in schools, information sessions, pop up stalls at community events to support current Local Laws by Q2 review. Outcomes to be reported on quarterly	

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	4.3 Best practice biosecurity and pest and land management	4.3.1 Review and update the Biosecurity Plan	Director Community & Environmental Services	Biosecurity Plan updated and adopted by Council by Q3 review	
		4.3.2 All stock route activities compliant with legislation	Director Community & Environmental Services	All outstanding issues resolved by Q2 review	
	4.4 Protect and enhance waterways, water sources and manage town water services	4.4.1 SWQWSA Technical Committee meetings.	Director Infrastructure Services	All meetings attended and updates provided to Council	
		4.4.2 Water Control Systems project	Director Infrastructure Services	Project completed and acquitted by Q1 review Implementation measured and benefits reported to Council by Q3 review	
		4.4.3 Complete annual inspection of levee banks	Director Infrastructure Services	Levee banks to be inspected after March 2025 emergent works undertaken and again after restoration works completed	
	4.5 Minimise waste, increase recycling and pursue renewable energy	4.5.1 Review the operations of the Cunnamulla landfill with the aim of improving the efficiency of the facility	Director Infrastructure Services	Provide a report and recommendations to Council by Q2 review Approved recommendations implemented (subject to budget) by Q4 review	
		4.5.2 Develop a Landfill Management Plan	Director Infrastructure Services	Plan developed by Q1 review Implementation measured and reported on regularly	
		4.5.3 Landfill facilities meet environmental guidelines and Council's Environmental Authority.	Director Infrastructure Services	Prepare a discussion paper to investigate the converting Eulo and Wyandra landfill facilities to transfer stations by Q4 review	

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				Regularise the Eulo and Wyandra landfill facilities by Q4 review (subject to DETSI) Regularise the non-conformance at the Yowah landfill facility by Q4 (subject to DETSI and landowner)	
		4.5.4 Identify opportunities to implement initiatives of the Regional Waste Management Strategy	Director Infrastructure Services	Opportunities identified and reviewed by the SWQWSA Technical Committee	
	4.6 Active disaster management planning and response	4.6.1 Develop a database of GPS coordinates and emergency details for disaster response	Chief Executive Officer	Database finalised by Q2 review	
		4.6.2 Undertake an audit of emergency air-strips including emergency response equipment (Automatic External Defibrillators AEDs)	Chief Executive Officer	Audit undertaken by Q3 review	
		4.6.3 Develop and implement an Improvement Plan for the March 2025 flood event	Chief Executive Officer	Improvement Plan developed by Q1 review Improvement Plan implemented and reported on regularly by Q4 review	
		4.6.4 Liaise with SWQROC regarding the implementation of fuel pod(s) to support Life Flight	Chief Executive Officer	Outcome finalised by Q3 review	