



2026-2027

OPERATIONAL PLAN

Cunnamulla | Eulo | Wyandra | Yowah

Our plan for the Future



Annual Operational Plan 2026-2027

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 2026/2027 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
Accountable leadership and strong governance with integrity and accountability for optimum organisational performance.	1.1 Provide a safe workplace including wellbeing support	Development, adoption and implementation of Safety and Wellbeing Strategy.	Director Corporate Services	Satisfaction survey by Q1. Prepare and adopt the Strategy by Q2.
	1.2 Provide leadership, training and team building to ensure a coordinated, connected and learning organisation	Stakeholder engagement and consultation for training needs analysis.	Director Corporate Services	Performance review of all staff to performed by Q1. Adoption of a Training needs analysis/ Register by Q2.
		Develop a Leadership Charter aligned to the Corporate Plan	CEO	Adopt a Leadership charter in Q1/Q2. Monthly ELT+SLT meetings.
	1.3 Foster and promote a culture built on a shared vision with high levels of community collaboration	Facilitate open and transparent means for community to engage directly with Council both online and in-person	CEO and Executive Leadership Team.	Half yearly community consultations. Quarterly Rural Advisory Committee consultations. Issuance of monthly community newsletter.
	1.4 Enable strategic implementation with high levels of accountability	ELT to have performance agreements aligned to Corporate Plans	Chief Executive Officer	Performance agreements to be established and provide to ELT by Q2.
	1.5 Deliver excellence in customer service	Review and report on the Customer Service platforms and Snap, send and solve to improve efficiency	Director Corporate Services	1.Monthly reporting to council meeting on customer requests including a downward trend in outstanding matters. 2.Training for customer facing staff by Q2. 3.Refresh customer service charter by Q2
	1.6 Transparency in processes and strong governance	Establish policy and procedure communication and approval framework for Council.	Director Corporate Services	Adoption of Governance Policy Framework by Q1.
		Conduct a holistic review of Council to CEO and CEO to Staff delegations.	Chief Executive Officer	Review of all Council to CEO delegation by Q2. Review of CEO to Staff delegation by Q2.

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone
	1.7 Undertake best practice financial and risk management	Asset Management Plans are updated and integrated into the Operational and Capital Budget programs	Director Corporate Services	Integration to be completed by Q4 review
		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
		Complete planning and tendering for replacement Enterprise Resource Planning (ERP) software	Director Corporate Services	Planning and tendering to be completed by Q2.

2. Our People and Strong Communities

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone
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	Embed awareness and understanding of Indigenous Cultures in the workforce	Chief Executive Officer	1.All staff to attend cultural training 2.Appoint a dedicated Indigenous Liaison person on staff 3.Develop cultural protocols guide for all staff.
	2.2 Promote and celebrate partnerships between traditional owners and Council	Liaise with Traditional custodians to develop MOU's/ ILUAS to establish frameworks for all parties to work within,	Chief Executive Officer	MOU/ ILUA to be signed with Kunja and Budjiti people by end of Q2.
	2.3 Provide inviting spaces and facilities to meet community needs	Establish and publish program of events across council facilities to support and connect community members	Chief Executive Officer	1.Consult Interagency for use of spaces and facilities. 2.Prepare a program by Q2. 3.Publish events via website and social media at a bimonthly basis.
	2.4 Vibrant libraries and inclusive flexible learning and skilling	Support continued investment in Library facilities across the Shire and facilitate visiting events	Director Corporate Services	1.Improve digital connectivity in our libraries by Q1. 2.Deliver events regularly through the year for community
	2.5 Support for leadership programs and youth pathways	Reinstate a Youth Council to empower young people, strengthen civic participation, and guide youth focused initiatives.	Director Corporate Services	1.Establish a Youth Governance model by Q2. 2.Form a Youth Council for Q3.
	2.6 Foster and promote active, safe and healthy communities	Deliver priority projects from the John Kerr Park Masterplan, supported by targeted grant applications. To create a modern, safe, inclusive and highly activated recreation space that promotes active, healthy community lifestyles.	Chief Executive Officer	1.Grant opportunities identified 2.Project packages prepared. Report to council if funding has been identified.

3. Prosperous Economy

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone
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	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
		Develop and implement local strategies in conjunction with the Regional Feral Pig Coordinator	Director Corporate Services	1.Local actions developed by Q2 review 2.Local actions implemented by Q4 review
		Identify surplus parcels of land, both rural and urban, which can be used for a housing options analysis.	Director Corporate Services	3.Finalise surplus land register by Q2 review 4.Finalise a development / disposal strategy for all surplus land by Q3 review
	3.2 Grow and enhance tourism	Adopt a comprehensive Tourism Plan that sets clear priorities, actions and partnerships to grow visitation, strengthen local experiences, and support sustainable tourism across the shire.	Chief Executive Officer	Adopt the Tourism Plan by Q1.
	3.3 Nurture and build the overall business and industry sector	Actively participate in the Small Business Programs and support the delivery of Economic Development	Chief Executive Officer	1.Monthly Business breakfasts. 2.Facilitate group individual business coaching sessions twice a year.
	3.4 Advocacy and support for a digitally enabled Shire	Continue to promote the Paroo Region through development of Regional Guide and other marketing opportunities	Chief Executive Officer	Digital connectivity booklet to be established for the shire by Q2. Promote the regional guide through advertisement.
	3.5 Workforce development and attraction for a skilled workforce	Develop a Workforce Development and Skills Attraction Strategy	Director Corporate Services	Workforce Development and Skills Attraction Strategy developed and adopted by Q3 review

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	3.6 Lobby and partner for safe and efficient transport networks	Roads to Recovery 2025-29 Utilise the allocation for the year with identified projects.	Director Infrastructure Services	1.Delivery and achieve 100% project spend.
		Delivery of Council's RMPC	Director Infrastructure Services	Deliver the RMPC program through the year and monthly report on the progress to council.
		Delivery of the Country Road Connect Program	Director Infrastructure Services	Deliver the CRC program for the whole allocation by the end of June 2027.
		Flood Damage 100% completion of all works to QRA Standards	Director Infrastructure Services	Deliver FD within the required framework for the packages approve by QRA.
		Deliver the TIDS program	Director Infrastructure Services	Complete the TIDS program by June 2027.
		Airport Upgrades	Director Infrastructure Services	1.Install fuel upgrade system. 2.Advocate for replacement airport terminal at Cunnamulla. 3.Refurbish/Replace Yowah Airport building.
		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	Partner with local groups to enhance service delivery and create career opportunities.	Director Corporate Services	1.Regular reporting to community on local, non-local spend. 2.Refresh preferred supplier list to ensure new local businesses are included.

4. Environmental Sustainability

Goal Statement	Corporate Plan Strategy	Operational Plan Initiative	Lead Directorate	Performance Milestone
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	Develop Indigenous Land Use Agreements (ILUA) with traditional custodians and stakeholders.	Chief Executive Officer	MOU/ ILUA to be signed with Kunja and Budjiti people by end of Q2. Based on MOU/ILUAs signed, consult with Traditional Owners on land development.
	4.2 Foster a shared vision for the environment through collaborations with all land managers	Review and update the Stock Route Management Plan	Director Corporate Services	Stock Route Management Plan updated and adopted by Council by Q2 review
		Deliver a coordinated community education program to increase awareness of legislated responsibilities and encourage voluntary compliance with State and Local Laws, including General Biosecurity Obligations, animal-related matters, overgrown and unsightly allotments, water restrictions, illegal camping, abandoned vehicles, and town common management.	Director Corporate 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.
	4.3 Best practice biosecurity and pest and land management	Review and update the Biosecurity Plan	Director Corporate Services	Biosecurity Plan updated and adopted by Council by Q3 review
	4.4 Protect and enhance waterways, water sources and manage town water services	Implementation of Scada System for Hot Springs to improve reliability, safety and efficiency of the Hot Spring Operations	Director of Infrastructure Services	1.Scada System implementation by the end of June 2027. 2.Introduce a wastewater management plan for Hot springs.
	4.5 Minimise waste, increase recycling and pursue renewable energy	Cunnamulla Waste Facility to a transfer station as a hub and spoke facility for other shire landfills.	Director of Infrastructure Services	1.Seek additional funding for the Transfer Station development 2. Progress construction during the FY27.
	4.6 Active disaster management planning and response	Review Councils Disaster Management Plans and sub plans with learnings from the Hazmat event	Chief Executive Officer	1.Review the debriefs from last major events (FD March Event and Hazmat Incident) by Q1. 2. Review and adopt the LDMP and Sub Plans by Q2.