



CARPENTARIA

OPERATIONAL PLAN

2025 – 2026



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Carpentaria Shire Council would like to respectfully acknowledge the Gkuthaarn, Kukatj and Kurtjar peoples as the traditional owners of the lands and waters that form the Region. Council pays its respect to elders' past, present and emerging and welcomes the ongoing role that indigenous people play within the Carpentaria community.



Executive Summary

The Operational Plan is part of the important strategic documents in relation to the Integrated Planning Framework that Council operates within under legislation. The Operational Plan is a requirement under the *Local Government Regulation 2012* and this plan has been prepared in accordance with those requirements.

The Operational Plan must –

- a) Be consistent with the annual budget; and
- b) State how the local government will-
 - i. Progress the implementation of the 5-year Corporate Plan during the period of the annual operational plan; and
 - ii. Manage operational risks; and
- c) Include an annual performance plan for each commercial business unit of the local government.

- a) Consistent with the Annual Budget

In accordance with the *Local Government Regulation 2012*, Council's Budget 2025-2026 was developed in accordance with, and is directly aligned to, the Operational Plan 2025-2026.

- b) (i) Progress the implementation of the Corporate Plan

The Operational Plan focuses specifically on the Strategies identified in the Corporate Plan and not the day-to-day delivery of other services, activities and programs, but seeks to highlight the planned actions and activities for the year that will further advance Council's Key Strategic Themes of:-

- Carpentaria Community
- Carpentaria Environment
- Carpentaria Economy
- Carpentaria Governance

- b) (ii) Managing Operational Risk

Carpentaria Shire Council has adopted a comprehensive Risk Management Framework which details how the organisation manages its risks. Council and the Executive Leadership Team are committed to the management of risk through entrenching appropriate enterprise risk management strategies to identify, treat and monitor organisational risks whilst ensuring maximisation of opportunities. Council monitors its strategic and operational risks on a continual basis through the Audit, Risk and Business Improvement Committee.



WORKPLACE HEALTH AND SAFETY

Council is committed to providing a safe, healthy, and productive working environment for our workers, contractors and visitors to the workplace. Council's commitment is met through the conduct of regular toolbox meetings and compliance with Worksafe Plan. Adopting and promoting the provisions of the Work Health and Safety Act 2011 and its associated Regulations, Code and Standards is paramount, together with significant importance placed on the areas of hazard/risk management, injury prevention strategies and a focus of continual improvement will ensure WH&S plans are achieved.

c) Annual Performance Plan for Commercial Business Units

At the commencement of the 2025-2026 financial year, Carpentaria Shire Council did not have any commercial business units, however Council will reassess legislative criteria and decide as required.

Performance Reporting

The Operational Plan 2025-2026 will serve as the foundation for regular quarterly reporting of organisational progress of short- and long-term objectives. Furthermore, Council will conduct statutory annual reviews of organisational performance and report the results in an annual report.



Achieving our key strategic themes

To achieve the Strategies under the key strategic themes identified in the Corporate Plan the Council will identify and adopt several Key Initiatives and projects that will be delivered annually over the next five years.

These Key Initiatives and projects are identified in the Operational Plan and are supported with a budget allocation to ensure resources are provided to achieve 100% of the initiatives and projects identified.

Theme One: Carpentaria Community

The key objective is to maintain a safe, healthy, and equitable community that celebrates diversity and enjoys a quality lifestyle.

Theme Two: Carpentaria Environment

The key objective is to maintain the region's environmental assets including natural areas and resources, open space, and agricultural land, are ensure they are conserved and enhanced for future generations.

Theme Three: Carpentaria Economy

The key objective is to ensure a dynamic and diverse economy creating industry development and employment opportunities.

Theme Four: Carpentaria Governance

The key objective is to facilitate a well governed, responsive Council, providing effective leadership and management, and respecting community values.



Reporting Overview

Corporate Plan Progress

The progress made against the Strategies under each Key Strategic Theme in the Corporate Plan will be reported annually in the Carpentaria Shire Council Annual Report by the Chief Executive Officer.

Monthly Officers Reports to Council are to identify the Corporate Plan References when presenting reports for consideration that relate to addressing the Strategies in the Corporate Plan.

Operational Plan Progress

The Chief Executive Officer is required to provide a Quarterly Operational Plan progress report to Council.

The Executive Leadership Team are charged with monitoring the monthly progress towards the quarterly review date for the report against the Council's progress towards completing the Key Initiatives and projects.

Departmental Plan Progress

Each Department within Council will develop a Departmental Plan to be reported by the Manager of the Department on a Quarterly basis to Council. The purpose of the Departmental Plans is to capture the business-as-usual services provided by Carpentaria Shire Council.

The services provided under the Departmental Plans are not included in the Operational or Corporate Plans as these documents will concentrate on the Key Initiatives and key projects to be undertaken by Council to achieve the Strategies identified in the Corporate Plan.



Operational Plan Key Initiatives – 2025-2026

Theme One: Carpentaria Community

The key objective is to maintain a safe, healthy, and equitable community that celebrates diversity and enjoys a quality lifestyle.

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
Council is actively engaged with and responsive to youth in the community.	Continue to support activities and programs that provide for the Youth within the Shire.	1.1.1	Employ Sports Recreation & Youth Co-ordinator; Attract grant funding to deliver activities.	June 2026
		1.1.2	Establish a youth advisory committee and invite collaboration with community youth and schools on proposed Council plans.	Complete by the end of 2025
Formal tenure arrangements support the use of Council's Facilities by the community.	Develop standard leases for the various groups and which utilise Council facilities.	1.2.1	Develop standard leases for the various groups and which utilise Council facilities.	100%
Aged and disabled community members have access to services that meet their needs.	Plan for the Region's ageing demographic and support the health and aged care sectors.	1.3.1	Plan for the Region's ageing demographic and support the health and aged care sectors.	No. of advocacy actions. 2 per annum
The community maintains the ability to respond to natural disaster events.	Regularly review the Local Disaster Management Plan to ensure all disasters are well managed.	1.4.1	Regularly review the Local Disaster Management Plan to ensure all disasters are well managed.	Annual
Childcare services meet community needs.	Recruit, retain and develop professional staff.	1.6.1	Recruit, retain and develop professional staff.	Staff vacancy rates <10%



Theme One: Carpentaria Community (continued)

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
The amenity of Karumba meets community expectations.	Review master plan for Karumba.	1.9.1	Review master plan for Karumba.	June 2026
Normanton and Karumba cemetery masterplans	Seek funding to deliver planned masterplan actions.	1.11.1	Seek funding to deliver planned masterplan actions.	December 2028
Normanton sports precinct masterplan delivered	Seek funding to deliver planned masterplan actions.	1.12.1	Normanton sports precinct masterplan - Seek funding to deliver planned masterplan actions.	Apply for relevant funding
Landsborough street Masterplan delivered	Seek funding to deliver planned masterplan actions.	1.13.1	Landsborough Street masterplan - Seek funding to deliver planned masterplan actions.	Apply for relevant funding
Normanton Masterplan delivered	Seek funding to deliver planned masterplan actions.	1.14.1	Normanton Masterplan - Seek funding to deliver planned masterplan actions.	Apply for relevant funding
School Dam masterplan delivered	Seek funding to deliver planned masterplan actions.	1.15.1	Seek funding to deliver planned masterplan actions.	Apply for relevant funding
The cultural heritage of the shire is maintained.	Develop the Early Explorer's project.	1.16.1	Early Explorers Project - Develop business case to attract funding.	December 2028
	Maintain built heritage cultural sites.	1.16.2	Maintain built heritage cultural sites.	December 2029
	Conduct a heritage signs audit.	1.16.3	Conduct a heritage signs audit.	December 2029
	Refresh heritage walk map.	1.16.4	Refresh heritage walk map.	June 2026
Quality reliable television & radio broadcasting.	Investigate reliable service options.	1.17.1	Television & radio broadcast - Investigate reliable service options.	December 2026



Theme One: Carpentaria Community (continued)

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
Cultural liaison officer supports efficient operations	Investigate and report to Council on establishment of a cultural liaison officer's position.	1.19.1	Investigate and report to Council on establishment of a cultural liaison officer's position.	December 2026
Health services meet community needs	Support and advocate for enhanced health services	1.20.1	Support and advocate for enhanced health services.	No. of advocacy actions. 4 per annum



Theme Two: Carpentaria Environment

The key objective is to maintain the region's environmental assets including natural areas and resources, open space, and agricultural land, are ensure they are conserved and enhanced for future generations.

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
Council's Coastal Hazard Adaptation Strategy has been implemented.	Seek funding to assist with the implementation of the recommendations contained in the Carpentaria Shire Coastal Hazard Adaptation Strategy.	2.1.1	Seek funding to assist with the implementation of the recommendations contained in the Carpentaria Shire Coastal Hazard Adaptation Strategy.	100% funded
Flyway Site Network areas support visitation by migratory birds.	Continue to support the development of the Flyway Site Network areas along the Gulf Coastline.	2.2.1	Continue to support the development of the Flyway Site Network areas along the Gulf Coastline.	Ongoing
A Wetlands Management Plan for the Mutton Hole Wetlands Conservation Park is in place.	Review the Wetlands Management Plan and business case for the Mutton Hole Wetlands Conservation Park when traditional ownership has been established.	2.3.1	Review the Wetlands Management Plan and business case for the Mutton Hole Wetlands Conservation Park when traditional ownership has been established.	Ongoing
Biosecurity management enhances the environment.	Implement the recommendations contained within the Biosecurity Plan - Pest animals and plants.	2.4.1	Implement the recommendations contained within the Biosecurity Plan - Pest animals and plants.	Ongoing
Biosecurity officers based in the gulf region.	Advocate to have biosecurity officers' positions allocated to the gulf.	2.6.1	Advocate to have biosecurity officers' positions allocated to the gulf.	Lobbying activity 2 per annum
Prosecution for illegal dumping of rubbish.	Maintain education campaign and encourage community to report illegal dumping.	2.7.1	Install illegal dumping cameras and issue fines.	10% increase in prosecutions



Theme Three: Carpentaria Economy

The key objective is to ensure a dynamic and diverse economy creating industry development and employment opportunities.

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
The Economic Development Strategy is implemented.	Renew the Carpentaria Shire Economic Development Strategy projects.	3.1.1	Review and renew the Carpentaria Shire Economic Development Strategy projects.	December 2026
Carpentaria Shire is included in the opportunities & benefits identified in the NW Minerals Province Economic Diversification Strategy.	Continue to participate in the North West Minerals Province.	3.2.1	Continue to participate in the North West Minerals Province.	No. of Engagements 2 per annum
A sustainable tourism sector.	Review and renew the Tourism Strategy to include new and existing initiatives.	3.3.1	Review and renew the Tourism Strategy to include new and existing initiatives.	December 2026
Savannah way sealing program maintained.	Continue to pursue funding for the sealing of the unsealed sections of the SAVANNAH WAY – Australia's Adventure Drive.	3.4.1	Continue to pursue funding for the sealing of the unsealed sections of the SAVANNAH WAY – Australia's Adventure Drive.	\$1m per annum
The housing strategy being implemented.	Finalise the rent to buy scheme.	3.5.1	Finalise the rent-to-buy scheme.	December 2026
	Finalise the purchase of land in Ellis Street.	3.5.2	Finalise the purchase of land in Ellis Street.	December 2025
The housing strategy being implemented.	Source funding for the Gough Street development.	3.5.3	Source funding for the Gough Street development.	December 2029
Dixie way upgrade, (Burke Development Road to Peninsular Development Road) is complete.	Continue to source funding for road upgrades.	3.6.1	Continue to source funding for road upgrades.	\$1m per annum



Theme Three: Carpentaria Economy (continued)

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
Quality reliable Telecommunications.	Continue advocating for the establishment of enhanced services to the Shire.	3.7.1	Continue advocating for the establishment of enhanced services to the Shire.	No. of Engagements 2 per annum
Buy Local gift card system established.	Investigate and if feasible, establish a buy local card system for the Shire.	3.8.1	Investigate and if feasible, establish a Buy Local card system for the Shire.	December 2025
Normanton airport terminal and apron is upgraded and expanded.	Source funding to construct an expanded airport parking apron.	3.10.1	Source funding to construct an expanded airport parking apron.	December 2026
	Develop concept plans for the upgrade of the Normanton airport terminal.	3.10.2	Develop concept plans for the upgrade of the Normanton airport terminal.	December 2025
	When plans are adopted, seek funding options for upgrade construction.	3.10.3	Normanton airport terminal - when plans are adopted, seek funding options for upgrade construction.	December 2029
New planning scheme is adopted.	Finalise flood study report and present to Council for consideration.	3.11.1	Finalise flood study report and present to Council for consideration.	December 2025
Sustainable future development of the Port of Karumba.	Work in collaboration with Gulf Savannah Development on the business plan for the development of port of Karumba.	3.12.1	Work in collaboration with Gulf Savannah Development on the business plan for the development of Port of Karumba.	December 2026
Century Mine infrastructure remains in place when the operator closes.	Advocate strongly with the DNR to require existing infrastructure to be retained.	3.13.1	Advocate strongly with the DNR to require existing infrastructure to be retained.	No. of Engagements 4 per annum



Theme Three: Carpentaria Economy (continued)

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
Circular economy strategy is in place.	Develop a circular economy strategy with the first element being waste.	3.14.1	Develop a circular economy strategy with the first element being waste.	December 2029
The community grows its own professionals.	Support traineeships and apprenticeships and localised education opportunities.	3.15.1	Support traineeships and apprenticeships and localised education opportunities.	No. of apprentices / trainees on staff > 4
	Advocate for a country university.	3.15.2	Advocate for a country university.	No. of Engagements 2 per annum
Reliable electricity supply.	Advocate to link power line from Century Mine to Doomadgee, Burketown and Normanton to the existing network.	3.16.1	Advocate to link power line from Century Mine to Doomadgee, Burketown and Normanton to the existing network.	No. of Engagements 4 per annum
A secure and reliable water supply.	Continue to investigate options to upgrade existing ageing infrastructure to enhance reliability.	3.17.1	Continue to investigate options to upgrade existing ageing infrastructure to enhance reliability.	Ongoing



Theme Four: Carpentaria Governance

The key objective is to facilitate a well governed, responsive Council, providing effective leadership and management, and respecting community values.

Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
A planned and safe workforce.	Develop and implement a workforce strategy.	4.1.1	Develop and implement a workforce strategy.	December 2025
	Review and update the People Management Framework.	4.1.2	Review and update the People Management Framework.	December 2025
	Promote the development of local and existing Council staff and allow progression and succession.	4.1.3	Promote the development of local and existing Council staff and allow progression and succession.	December 2026
	Maintain compliant WH&S systems that enhance staff safety.	4.1.4	Maintain compliant WH&S systems that enhance staff safety.	No. of incidents <4 per annum
A financially sustainable organisation.	Provide regular reporting on financial sustainability ratios.	4.2.1	Provide regular reporting on financial sustainability ratios.	Monthly
An efficient and effective organisation.	Develop systems that promote continuous improvement.	4.3.1	Develop systems that promote continuous improvement.	No. of processes reviewed. 8 per year
Quality customer service.	Adopt and implement a customer service charter.	4.4.1	Adopt and implement a customer service charter.	December 2025
	Enhance the Council website to improve customer online interaction.	4.4.2	Enhance the Council website to improve customer online interaction.	No. of online services established. 2 per yr
	Establish a new telephone system to ensure adequate customer access.	4.4.3	Establish a new telephone system to ensure adequate customer access.	December 2025



Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
	Establish a quality complaints management system that allows data recording and reporting.	4.4.4	Establish a quality complaints management system that allows data recording and reporting.	December 2026
Safe and reliable community infrastructure.	Review, update and implement asset management plans.	4.5.1	Review, update and implement asset management plans.	Ongoing
The community has confidence in Council.	Provide code of conduct training at induction and on a regular basis.	4.6.1	Provide Code of Conduct training at induction and on a regular basis.	No. of COC breaches <10 per annum
	Monitor and report on Code of Conduct breaches.	4.6.2	Monitor and report on Code of Conduct breaches.	100% of COC breaches reported
	Registers of interests are maintained in accordance with mandatory requirements.	4.6.3	Registers of interests are maintained in accordance with mandatory requirements.	Nil declarations out-of-date
The community is well represented.	Review and update the Advocacy Action Plan.	4.7.1	Review and update the Advocacy Action Plan.	June 2026
	Maintain representation on the NWQROC, WQAC, NWRRTG, QWRAP, and relevant bodies.	4.7.2	Maintain representation on the NWQROC, WQAC, NWRRTG, QWRAP, and relevant bodies.	Attendance at events 100%
Councillors work productively as a team.	Establish options for activities to enhance Councillor interaction and cooperation.	4.8.1	Establish options for activities to enhance Councillor interaction and cooperation.	No. of team-building activities >2 per annum
A well informed and skilled Council.	Identify and invite Councillors to participate in development opportunities.	4.9.1	Identify and invite Councillors to participate in development opportunities.	No. of development activities per Councillor. >2 per yr



Link to Corporate Plan		Operational Plan		
Outcome	Strategy	Number	Key Initiative	Timeline / Target
Quality financial management.	Resource the financial management function to ensure that statutory requirements are met.	4.10.1	Resource the financial management function to ensure that statutory requirements are met.	Nil matters unresolved from previous audit
Best practice risk management.	Review and maintain a comprehensive risk management function.	4.11.1	Review and maintain a comprehensive risk management function.	No. of risk register reviews. 4 per annum
A well-managed fleet operation provides positive outcomes.	Maintain monitoring and reporting to enhance fleet performance and deliver positive revenue outcomes.	4.12.1	Maintain monitoring and reporting to enhance fleet performance and deliver positive revenue outcomes.	7% ROC delivered
Internal audit provides adequate assurance.	Ensure internal audit plans are informed by the risk register and reports are reviewed and acted on.	4.13.1	Ensure internal audit plans are informed by the risk register and reports are reviewed and acted on.	Quarterly reporting
Compliant and effective reporting	Officer's reports reference corporate plan, risk register, legal and financial implications.	4.14.1	Officer's reports reference corporate plan, risk register, legal and financial implications.	Nil non-compliant reports
	Ensure all statutory reports are prepared and delivered in a timely manner.	4.14.2	Ensure all statutory reports are prepared and delivered in a timely manner.	Nil late reports
Effective records management	Maintain effective systems to ensure quality and compliant records management.	4.15.1	Maintain effective systems to ensure quality and compliant records management.	Nil unresolved internal audit record management issues
Effective and productive Council meetings	Councillors are well informed through workshops.	4.16.1	Councillors are well informed through workshops.	As required
	Agendas, minutes and business papers are comprehensive and provided in a timely manner.	4.16.2	Agendas, minutes and business papers are comprehensive and provided in a timely manner.	Nil agendas not provided on time

