



CARPENTARIA SHIRE COUNCIL

OPERATIONAL PLAN

2025 - 2026

QUARTER 4 - REVIEW AND REPORT

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	Progress	Comments
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	100%	Position commenced Jan. 2026 – rolling out new programs
		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	100%	Established 2025 + meeting regularly; Met with Minister April 2026.
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%	25%	In progress
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	Ongoing	Plans are being built into events, service and infrastructure delivery as required.

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
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	Ongoing	LDMP is under review. Disaster Management re-supply services will be put out to tender for the 2026-27.
Childcare services meet community needs.	Recruit, retain and develop professional staff.	1.6.1	Recruit, retain and develop professional staff.	Staff vacancy rates <10%	-	Lead educator appointed Jan 2026; Centre manager commenced April 2026.

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
The amenity of Karumba meets community expectations.	Review master plan for Karumba.	1.9.1	Review master plan for Karumba.	June 2026	Planning in progress	Target date extended to June 2027.
Normanton and Karumba cemetery masterplans	Seek funding to deliver planned masterplan actions.	1.11.1	Seek funding to deliver planned masterplan actions.	December 2028	On track (QRA = Qld Reconstruction Authority)	Local Resilience Action Plan (LRAP) updated with QRA for community infrastructure delivery. Funding discussed with Peak Services.
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	On track	Discussed with Peak Services.
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	On track	Discussed with Peak Services.
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	On track	Discussed with Peak Services.
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	On track	Discussed with Peak Services. Grant funding

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
						received for playground and signage.
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	100%	Research project + business case is complete; funding now being sought.
	Maintain built heritage cultural sites.	1.16.2	Maintain built heritage cultural sites.	December 2029	50%	Bitumen seal to Normanton cemetery entry; Burns Philp bldg. mtce ongoing.
	Conduct a heritage signs audit.	1.16.3	Conduct a heritage signs audit.	December 2029	25%	Funding has been sought for the Burke & Wills signage update.
	Refresh heritage walk map.	1.16.4	Refresh heritage walk map.	June 2026	60%	Visitor Info Centre staff have revised
Quality reliable television & radio broadcasting.	Investigate reliable service options.	1.17.1	Television & radio broadcast - Investigate reliable service options.	December 2026	100%	TV dishes upgrade complete (N'tn and K'ba).

Link to Corporate Plan		Operational Plan				
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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	In progress	-
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	75%	New hospital open. New dialysis unit expected delivery 2026. Mayor + CEO met with Health Minister March 2026.

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	Progress	Comments
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	100%	Funding secured, via QRA. Works on second rock groyne started. Design for 2nd stage of Coastal Protection complete.
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	Ongoing	One site at Delta Station and one site at Tarrant Station.
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	Ongoing	Awaiting determination of traditional ownership.
Biosecurity management enhances the environment.	Implement the recommendations contained with the Biosecurity Plan - Pest animals and plants.	2.4.1	Implement the recommendations contained within the Biosecurity Plan - Pest animals and plants.	Ongoing	Ongoing	Pest animal baiting; invasive weed management.

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
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	100%	CEO & Mayor met with Biosecurity Qld to advocate for two biosecurity officer positions to be in this Shire. Mayor + CEO met with Minister Primary Industries March 2026 x2.
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	Ongoing	Camera design commenced. One referral to EPA – investigation completed w/o prosecution.

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	Progress	Comments
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	Final report for current strategy to be provided to Council December 2025.	New strategy to be developed in 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 Economic Diversification Strategy.	3.2.1	Continue to participate in the North West Minerals Province Economic Diversification Strategy.	No. of Engagements 2 per annum	Ongoing	CEO attended NWMP economic development practitioners meeting in May 2026.
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	10%	Strategy reviewed.
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	100% ROSI = Roads of Strategic Importance (C'th)	ROSI funding is secured for the next three years.
The housing strategy being implemented.	Finalise the rent to buy scheme.	3.5.1	Finalise the rent-to-buy scheme.	December 2026	50%	Timeline changed to Dec 2027.

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
	Finalise the purchase of land in Ellis Street.	3.5.2	Finalise the purchase of land in Ellis Street.	December 2025	100%	Finalised
The housing strategy being implemented.	Source funding for the Gough Street development.	3.5.3	Source funding for the Gough Street development.	December 2029	N/A	Not required. Gough Street sold for social housing.
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	100% (\$5m)	Council has received QRA funding to repair Dixie Way Rd past Mitchell River bridge.

Theme Three: Carpentaria Economy (continued)

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
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	60%	Mayor and CEO in ongoing advocacy with telecommunication providers.
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	0%	Target date extended to June 2027.
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	100%	Funding sourced through Transport Infrastructure Development Scheme (TIDS).
	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	In progress	Concept plan is being based on RAAF history.
	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	Not started	-
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	100%	Flood studies are completed and being overlaid on

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
						town map. New deadline Dec26
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	90%	Preliminary business plan finalised and funding for full business plan secured. Consultant yet to be procured.
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	75%	Ongoing

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
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	25%	Being discussed with NWQROC; waste group (NWQ Waste Group) estab'd. Quotes obtained for tyre disposal.
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. apprentices / trainees on staff > 4	100%	Council has employed trainees and new recruits from within the Shire.
	Advocate for a country university.	3.15.2	Advocate for a country university.	No. of Engagements 2 per annum	100% CUC = Country Universities Centre	Mayor and CEO have held a number of meetings and representations to discuss opportunity for CUC.
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	In progress	-

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	Ongoing QWRAP = Queensland Water Regional Alliance Program	Small projects via QWRAP. Funding approved from QRA to upgrade water main from Glenore Weir. Status: Preliminary construction approvals and design finalisation with stakeholders.
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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	Progress	Comments
A planned and safe workforce.	Develop and implement a workforce strategy.	4.1.1	Develop and implement a workforce strategy.	December 2025	50%	Workshopping with LGAQ. New target Dec 2026
	Review and update the People Management Framework.	4.1.2	Review and update the People Management Framework.	December 2025	100%	April 2026 completion
	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	ongoing	Mayor+CEO met w Peak Services & l'ship trainer to discuss opportunities in March 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	In progress	WH&S co-ordinator comm'd Jan 2026. Target to be reviewed.
A financially sustainable organisation.	Provide regular reporting on financial sustainability ratios.	4.2.1	Provide regular reporting on financial sustainability ratios.	Monthly	On track	Annual ratios are in the annual audited Financial Statements.
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	On track	Passed: Quality Environmental Workplace

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
						Safety audits; Water drinking quality audit; Workplace safety audit; Childcare safety audit x 2; Federal safety audit
Quality customer service.	Adopt and implement a customer service charter.	4.4.1	Adopt and implement a customer service charter.	December 2025	Consultation in progress	Benchmarking with other councils. New target Dec 2026
	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 year	100%	The website has been transferred to a new platform with more direct customer interaction. Monitoring is ongoing.
	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	100%	Completed - new Teams-based phone system installed.

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
	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	In progress	New target date is June 2027.
Safe and reliable community infrastructure.	Review, update and implement asset management plans.	4.5.1	Review, update and implement asset management plans.	Ongoing	In progress	Consultant engaged. LTAMP draft under review.
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	Ongoing	Process is being developed.
	Monitor and report on Code of Conduct breaches.	4.6.2	Monitor and report on Code of Conduct breaches.	100% of COC breaches reported	Ongoing	-
	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	100%	-
The community is well represented.	Review and update the Advocacy Action Plan.	4.7.1	Review and update the Advocacy Action Plan.	June 2026	100%	Revised in Feb 2026 in preparation for civic leaders meetings in March 2026. Prev review was in July 2025.
	Maintain representation on the NWQROC, WQAC, NWRRTG, QWRAP, and relevant bodies.	4.7.2	Maintain representation on the NWQROC, WQAC,	Attendance at events 100%	100%	100% attendance year-to-date

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
			NWRRTG, QWRAP, and relevant bodies.			
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	100%	Elected members update held in July '25 & June'26 + a no. of workshops to discuss issues of interest to Cr's.
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	100%	Two opportunities to upskill - elected Members Update, Social Licence Workshop.
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	25%	2024 year-end (8) reduced to 2025 year-end (6).
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	25%	Reviewing existing register.
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	In progress ROC = Return on Capital	FY24/25 ROC was 12%

Link to Corporate Plan		Operational Plan				
Outcome	Strategy	Number	Key Initiative	Timeline / Target	Progress	Comments
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	New plan for FY26 is in progress	
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	100%	Council Reports follow a formal template that addresses these matters.
	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	On track	No reports submitted late
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	On track	-
Effective and productive Council meetings	Councillors are well informed through workshops.	4.16.1	Councillors are well informed through workshops.	As required	On track	-
	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	On track	-