GENERAL MEETING

Wednesday 14 October 2026

NOTICE OF MEETING

Cr AL Martin

Cr BP Johnstone

Cr JH Scobie

Cr DA Hardie

Cr GK Schluter

Cr AA Hart

Cr PW Skewes OAM

Please find attached the Agenda for the General Meeting to be held at the Blackall Council Chambers, Wednesday 14 October 2026 commencing at 8:30 am.

MJ Lollback
Chief Executive Officer

ORDINARY MEETING NOTICE

Notice pursuant to section 254B of the *Local Government Regulation 2012.*

The 2026 Ordinary Meetings of the Council will be held in the Council Chambers in Blackall and Tambo on the scheduled dates and times below:

21 January 2026	8.30am	Blackall
18 February 2026	8.30am	Blackall
18 March 2026	9am	Tambo
15 April 2026	8.30am	Blackall
20 May 2026	9am	Tambo
17 June 2026	8.30am	Blackall
15 July 2026	9am	Tambo
19 August 2026	8.30am	Blackall
16 September 2026	9am	Tambo
14 October 2026	8.30am	Blackall
18 November 2026	9am	Tambo
16 December 2026	8.30am	Blackall

CALENDAR OF EVENTS

January 2026
1 January New Years Day
26 January Australia Day

March 2026
25-26 March Civic Leaders

April 2026
3 April – 6 April Easter
25 April ANZAC Day
26 April Queensland Music Trails - Tambo

May 2026
4 May Labour Day
12 May Climate Resilience Council Forum
26-28 May Bush Council Convention - Longreach

June 2026
23 June ALGA Regional Forum
24 –25 June ALGA NGA Conference - Canberra

October 2026
5 October King’s Birthday
19-21 October LGAQ Annual Conference

November 2026

3 November	Melbourne Cup Special Holiday

December 2026

24 December	Christmas Eve
25 December	Christmas Day
26 December	Boxing Day
28 December	Boxing Day Holiday

Held at Blackall Council Chambers
On Wednesday 14 October 2026
Commencing at 8:30 am

Order of Business

Acknowledgement of Country

Leave of Absence/Signing of Attendance Book

Apologies: Nil

Condolences: Tom Gleeson

Declarations of Conflicts of Interest: Nil

Deputations: Nil

Public Participation: Nil

BUSINESS

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1 Confirmation of the Meeting Minutes

That the minutes of the General Meeting held on 16 September 2026 be taken as read and confirmed, and that the Mayor be authorised to sign same.

MINUTES OF THE GENERAL MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL HELD AT THE TAMBO COUNCIL CHAMBERS ON WEDNESDAY 16 SEPTEMBER 2026 at 9:00 AM

PRESENT:

Councillors: Cr AL Martin (Mayor), Cr BP Johnstone, Cr GK Schluter, Cr PW Skewes OAM

OFFICERS:

Mr Mike Lollback, Chief Executive Officer, Mr Shalveen Dayal, Chief Financial Officer, Ms Alison Lamb, Director of Organisational Performance, Ms Jaimee-Lee Prow, Director of Lifestyle and Community, Mr Greg Nicholls, Group Manager Town and Rural Services, Mr Dallas Kowald-Dawson, Fleet Supervisor, Mrs Andrea Saunders, Group Manager Corporate Services, Assets and Projects, Mr Wesley Phillips, Manager Environment, Health and Compliance, Mrs Kaylene Carroll, Accountant, Ms Rebecca Walsh, Administration Support Officer & Records Management, Miss Tiffany Chapman, Executive Assistant and Minute Taker.

Leave of Absence

- Cr Alina Hart requested a leave of absence for the meeting.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Boyd Johnstone**

- **That a leave of absence for Cr Alina Hart for today's meeting be granted.**

GM 2026/09/785 **Carried 4/0**

- Cr Jane Scobie requested a leave of absence for the meeting.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Boyd Johnstone**

- **That a leave of absence for Cr Jane Scobie for today's meeting be granted.**

GM 2026/09/786 **Carried 4/0**

- Cr David Hardie requested a leave of absence for the meeting.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Boyd Johnstone**

Unconfirmed

- **That a leave of absence for Cr David Hardie for today's meeting be granted.**

GM 2026/09/787 **Carried 4/0**

CONDOLENCES:

A minute's silence was observed to mark the passing of:

Nil

DECLARATIONS OF INTEREST

Nil

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2 Confirmation of the General Meeting Minutes

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Boyd Johnstone**

That the minutes of the General Meeting held on 19 August 2026 be taken as read and confirmed, and that the Mayor be authorised to sign same.

GM 2026/09/788 **Carried 4/0**

ITEM NO: **3.1**
SUBJECT TITLE: **Mayor's Information Report for August**

Information report from the Mayor for Council activities during the month of August.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Grahame Schluter**

That Council receives the Mayor's report for the month August.

GM 2026/09/789 **Carried 4/0**

ITEM NO: **4.1**
SUBJECT TITLE: **Councillors' Information Report for August**

The report contains information from the Councillors for activities during the month of August.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Grahame Schluter**

That Council receives the Councillors' report for August.

GM 2026/09/790 **Carried 4/0**

Unconfirmed

ITEM NO: **5.1**
SUBJECT TITLE: **Chief Executive Officer's August Report to Council**

The report from the Chief Executive Officer is to update Council on matters that do not require a separate or comprehensive report for consideration but emerge as issue of interest to Council and the broader community and may include matters that are beyond the end of the previous month.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Boyd Johnstone**

That Council receives the Chief Executive Officer's Information Report.

GM 2026/09/791 **Carried 4/0**

ITEM NO: **5.2**
SUBJECT TITLE: **Recognition of Council Officer**

Council has received a letter from travellers expressing their appreciation for the assistance provided by Mr Gerard Holmes after they experienced mechanical issues with their caravan on the Landsborough Highway near Tambo.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Peter Skewes OAM**

That Council notes, formally acknowledges and congratulates Tambo Roadworks Foreman, Gerard Holmes for his outstanding service to members of the public and present a Certificate of Commendation in acknowledgement for his actions.

GM 2026/09/792 **Carried 4/0**

ITEM NO: **5.3**
SUBJECT TITLE: **Actions Arising from Previous Council Meetings**

The purpose of this report is to provide Council with an update on the actions arising from resolutions passed at previous Council meetings. This report aims to ensure transparency, track progress and identify any issues requiring further attention.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Boyd Johnstone**

That Council notes the progress of actions arising from previous Council meetings as detailed in the report.

GM 2026/09/793 **Carried 4/0**

ITEM NO: **5.4**
SUBJECT TITLE: **Blackall Work Camp Community Engagement Committee Meeting August 2026**

The Blackall Work Camp Community Engagement Committee has been established to support the Blackall Work Camp. The Committee meets up to four times per year.

Unconfirmed

MOTION: Moved: Cr Peter Skewes OAM **Seconded: Cr Boyd Johnstone**

That Council receive the Blackall Work Camp Community Engagement Committee Meeting Minutes dated 25 August 2026.

GM 2026/09/794 **Carried 4/0**

ITEM NO: **6.1**
SUBJECT TITLE: **Streetscape Upgrades - Community Consultation**

The engagement of the community is an essential component in responsible governance and an important key to the development of a vibrant local community. The proposed streetscape upgrades for Blackall and Tambo are ready for community consultation.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Boyd Johnstone**

That having been briefed by Council staff on the streetscape upgrades for Shamrock Street Blackall and Arthur Street Tambo, that Council endorses the commencement of the community consultation from 5th October 2026.

GM 2026/09/795 **Carried 4/0**

ITEM NO: **6.2**
SUBJECT TITLE: **Excise of State Owned Land for Industrial Use - Tambo**

Council is considering applying to the State Government to excise a portion of the Tambo Town Common Reserve for the future development for industrial purposes.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Peter Skewes OAM**

That Council authorise the Chief Executive Officer to make the necessary application with the Queensland government for the purchase of portion of Lot 3 on SP157686 for future development for industrial use.

GM 2026/09/796 **Carried 4/0**

ITEM NO: **7.1**
SUBJECT TITLE: **Financial Report for the month of August**

In accordance with s204 of the *Local Government Regulation 2012*, a monthly financial report must be presented to the Council. The financial report for August details the Council's current financial position and compares its performance against the adopted budget for 2026-27.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Peter Skewes OAM**

That Council receives the Financial Report for August 2026.

GM 2026/09/797 **Carried 4/0**

Unconfirmed

Adjournment:

At this point, 10.01 am, the meeting was adjourned for morning tea.

Resumption:

At this point, 10.23 am, the meeting was resumed.

ITEM NO: **7.2**
SUBJECT TITLE: **Fleet Report for the month of August**

The Fleet Report provides information on the operation and serviceability of Council's fleet.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Peter Skewes OAM**

That Council receive the Fleet Report for August 2026.

GM 2026/09/798 **Carried 4/0**

At this point, 10.24 am, Chief Financial Officer, Shalveen Dayal joined the meeting.

ITEM NO: **7.3**
SUBJECT TITLE: **Saleyards Report for the month of August**

The Blackall Saleyards Report provides an update on sale numbers and projects.

MOTION: Moved: Cr Peter Skewes OAM **Seconded: Cr Grahame Schluter**

That Council receives the Saleyards report for August 2026.

GM 2026/09/799 **Carried 4/0**

ITEM NO: **7.4**
SUBJECT TITLE: **Internal Audit Recommendation Register**

A register of internal audit recommendations has been prepared and presented to the Internal Audit Committee, outlining current implementation status and management comments.

MOTION: Moved: Cr Boyd Johnstone **Seconded: Cr Grahame Schluter**

That Council receive the Internal Audit Recommendation Register.

GM 2026/09/800 **Carried 4/0**

Unconfirmed

ITEM NO: **7.5**
SUBJECT TITLE: **Saleyards Advisory Committee Meeting Minutes**

A Saleyards Advisory Committee meeting was held on 11 August 2026 at the Blackall-Tambo Regional Council Chambers. The Committee, comprising representatives from Council, Blackall Livestock Auction Association (BLAA), transport operators, primary producers and local livestock agents, to discuss matters relating to the Blackall Saleyards.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Boyd Johnstone**

That Council receive and notes the Saleyards Advisory Committee Meeting minutes dated 11 August 2026.

GM 2026/09/801 **Carried 4/0**

ITEM NO: **8.1**
SUBJECT TITLE: **Purchase of New Plant**

1. *Quotations were requested from 3 machinery dealers for the purchase of a Motor Grader to replace plant 1307, Caterpillar 12M Motor Grader.*

2. *Quotations were requested from 3 machinery dealers for the purchase of a Front End Loader to replace plant 3153, Caterpillar 938K Loader.*

3. *Quotations were requested from 3 machinery dealers for the purchase of 2x backhoe loaders to replace plant items 3105 and 3154, both Caterpillar 432F backhoe loaders.*

4. *Quotations were requested from 4 machinery dealers for the purchase of a Multi tyre roller to replace plant 2059, Ammann AP240T3 Multi Roller.*

5. *Quotations were requested from 4 truck manufactures for the purchase of 1 (one) 6x4 prime mover to replace plant 5023 Mack Granite.*

6. *Quotations were requested from 3 truck manufactures for the purchase of 1 (one) 6x4 Rigid 2-way Tipper to replace plant 5022 Hino 700 Tipper.*

MOTION: Moved: Cr Peter Skewes OAM **Seconded: Cr Grahame Schluter**

That Council:

1. **Accept the quotation from Hastings Deering to supply a new Caterpillar 150 Motor Grader for $680,100.00 (ex GST). This machine is preferred as it will provide operator familiarity, uniformity of plant, uniformity of parts and proven backup service and warranty. Local Buy (LB345) contract will apply.**

2. **Accept the quotation from Hastings Deering to supply a new Caterpillar 938 Front End Loader for $472,900.00 (ex GST). This machine is preferred as it will provide operator familiarity, uniformity of plant, uniformity of parts and proven backup service and warranty. Local Buy (LB345) contract will apply.**

Unconfirmed

3. **Accept the quotation from Hastings Deering to supply 2 (two) x new Caterpillar 432 Backhoe Loaders for $542,800.00 (ex GST). These machines are preferred as it will provide operator familiarity, uniformity of plant, uniformity of parts and proven backup service and warranty. Local Buy (LB345) contract will apply.**

4. **Accept the quotation from Hastings Deering to supply a new Caterpillar CW34NN Multi tyre roller for $241,400.00 (ex GST). This machine is preferred as it will provide operator familiarity, uniformity of plant, uniformity of parts and proven backup service and warranty. Local Buy (LB345) contract will apply.**

5. **Accept the quotation from WTG Rockhampton to supply 1 (one) Mack Trident prime mover for $390,600.00 (ex GST). This truck would be preferred as it will provide uniformity of plant, value for money/resale, flexibility of use and proven backup service. Local Buy (NPN1.23) contract will apply.**

6. **Accept the quotation from WTG Rockhampton to supply 1 (one) Mack Trident Rigid Tipper for $457,500.00 (ex GST). This truck would be preferred as it will provide uniformity of plant, value for money/resale, flexibility of use and proven backup service. Local Buy (NPN1.23) contract will apply.**

GM 2026/09/802 **Carried 4/0**

ITEM NO: **9.1.1**
SUBJECT TITLE: **Tambo MPC Policies and Procedures**

The Tambo MPC Policies and Procedures have been reviewed as part of Council's continuous policy review process.

MOTION: Moved: Cr Peter Skewes OAM **Seconded: Cr Grahame Schluter**

That Council retire the Tambo MPC (Multipurpose Centre) Policies and Procedures as they are no longer relevant to the Tambo Hub service delivery.

GM 2026/09/803 **Carried 4/0**

ITEM NO: **9.2.1**
SUBJECT TITLE: **Review of Policies**

Policy reviews ensure current legislative requirements and practices are being met.

MOTION: Moved: Cr Boyd Johnstone **Seconded: Cr Grahame Schluter**

That Council:

1. **adopt the following revised policies:**
   a. **Councillors' Expenses Reimbursement Policy; and**
   b. **Code of Conduct for Employees; and**
   c. **Internal Audit Policy; and**
   d. **Advertising Spending Policy.**

Unconfirmed

2. **Retire the following policies:**
    a. **Mobile Phone Policy (Council); and**
    b. **Mobile Phone Policy (Personal Use)**

GM 2026/09/804 **Carried 4/0**

ITEM NO: **9.2.2**
SUBJECT TITLE: **Tender for Supply of Precast Concrete Box Culverts Components**

Blackall-Tambo Regional Council recently tendered for the supply of Precast Concrete Box Culvert Component with tenders closing on 26th August 2026. There were five (5) submissions received.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Peter Skewes OAM**

That Council award the tender for the Supply of Precast Concrete Box Culvert Component to JT Cox Concrete & Precast Pty Ltd for $423,400.00 (ex GST), delivered. JT Cox Concrete & Precast Pty Ltd provided the best value for money and are a proven supplier.

GM 2026/09/805 **Carried 4/0**

ITEM NO: **10.1.1**
SUBJECT TITLE: **Director of Lifestyle and Community Services Report for August**

The Director of Lifestyle and Community Services Operations report for May is presented to Council. The report includes Blackall Aerodrome; Libraries; Blackall Neighbourhood Centre Program (Hub); Youth, Sport and Recreation; Tambo Lifestyle & Community Services (Hub); Tourism, Small Business, Communication and Media; Grasslands Gallery and Tambo Heritage Precinct.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Boyd Johnstone**

That Council receive the Director of Lifestyle and Community Services report for August 2026.

GM 2026/09/806 **Carried 4/0**

At this point, 10.51 am, Manager Environment, Health and Compliance, Wesley Phillips joined the meeting via teams.

ITEM NO: **9.1.2**
SUBJECT TITLE: **Group Manager of Community Policy and Programs Report for August**

The June Community Policy and Programs Operations Report covers activities across the Blackall Neighbourhood Centre Program, Blackall and Tambo Libraries, Youth, Sport and Recreation, Visitor Information and Tourism, Small Business, Communication and Media.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Grahame Schluter**

Unconfirmed

That Council receive the Group Manager of Community Policy and Programs report for August.

GM 2026/09/807 **Carried 4/0**

ITEM NO: **10.1.3**
SUBJECT TITLE: **Group Manager Community Access and Infrastructure Report for August**

The Group Manager Community Access and infrastructure report for June is presented. The report includes Blackall Airport Operations; Mable; Tambo Lifestyle and Community Hub; NDIS Program; Blackall and Tambo Cemeteries and Council and Community Grants.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Boyd Johnstone**

That Council receive the Group Manager Community Access and Infrastructure report for August.

GM 2026/09/808 **Carried 4/0**

ITEM NO: **10.2.1**
SUBJECT TITLE: **Organisational Performance Monthly Report for August**

This report provides Council with an update for the Organisational Performance Department which includes an Executive Summary, the Blackall and Tambo Aquatic Centre Reports, Facility bookings, Snap Send Solve, Work Camp applications, Community Bus bookings, miscellaneous activities and outcomes.

MOTION: Moved: Cr Boyd Johnstone **Seconded: Cr Peter Skewes OAM**

That Council receives the Organisational Performance report for August.

GM 2026/09/809 **Carried 4/0**

ITEM NO: **10.2.2**
SUBJECT TITLE: **People, Culture & Safety Report for August**

This report provides Council with an update of the People, Culture and Safety Department outcomes for August.

MOTION: Moved: Cr Boyd Johnstone **Seconded: Cr Grahame Schluter**

That the People, Culture and Safety Monthly Report for August be received and noted by Council.

GM 2026/09/810 **Carried 4/0**

Unconfirmed

ITEM NO: **10.2.3**
SUBJECT TITLE: **Town and Rural Services Report for August**

Overview of upkeep and maintenance of the townships of Blackall and Tambo.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Peter Skewes OAM**

That Council receive the Town and Rural Services Report for August 2026.

GM 2026/09/811 **Carried 4/0**

ITEM NO: **10.2.4**
SUBJECT TITLE: **Roadworks Report for August**

The Road Works report includes Transport & Main Roads (TMR) projects; Works for Queensland (W4Q); Residential Activation Funding (RAF) projects; Disaster Recovery Funding Arrangements (DRFA); Queensland Reconstruction Authority (QRA) Work Package 3 funding projects; Flood Reconstruction of Essential Public Assets (REPA) Events and Visual Mapping of progressing works for August is presented to Council.

MOTION: Moved: Cr Andrew Martin **Seconded: Cr Grahame Schluter**

That Council receive the Road Works report for August 2026.

GM 2026/09/812 **Carried 4/0**

ITEM NO: **10.2.5**
SUBJECT TITLE: **Assets and Major Projects Report for August**

The update on projects is provided to Council.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Boyd Johnstone**

That Council receive the Assets and Major Projects Report for August.

GM 2026/09/813 **Carried 4/0**

ITEM NO: **10.2.6**
SUBJECT TITLE: **Manager Environment, Health and Compliance Report for August**

The Environment, Health and Compliance branch is a required, public facing function of Council, the branch has direct contact with residents and visitors on a continuous basis. The officers deal with customer requests, licensing, impounding, animal control, pest management, vector control, stock route management, quality drinking water and many other aspects of Council's service provision.

MOTION: Moved: Cr Grahame Schluter **Seconded: Cr Boyd Johnstone**

Unconfirmed

That the Environment, Health and Compliance August report be received.

GM 2026/09/814 **Carried 4/0**

ITEM NO: **10.2.7**
SUBJECT TITLE: **Planning and Development Report for August**

The Planning and Development Report provides a summary of building applications, planning and development activities in the Blackall-Tambo Regional Council area.

MOTION: Moved: Cr Peter Skewes OAM **Seconded: Cr Andrew Martin**

That Council receives the Planning and Development Report for August.

GM 2026/09/815 **Carried 4/0**

CLOSURE:

There being no further business to consider, the Mayor declared the Meeting closed at this point 11.59 am.

CONFIRMATION OF MINUTES:

Confirmed by Council as a true and correct record at the General Meeting held on 14 October 2026.

Signed.....Mayor

Unconfirmed

OFFICER REPORTS
COUNCIL MEETING DATE: Wednesday 14 October 2026
ITEM NO: **2.1**
SUBJECT TITLE: **Mayor's Information Report for September**
AUTHOR AND OFFICERS TITLE: Tiffany Chapman Executive Assistant
AUTHORISING OFFICER: Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential) N/A

Summary:

Information report from the Mayor for Council activities during the month of September.

Officer's Recommendation:
That Council receive the Mayor's report for September 2026.

Background

TOPIC	ACTIVITY
Meetings	• September Ordinary Council Meeting & Briefing Session • RPG (RAPAD Power Group) Steering Committee Meeting • Blackall RAPAD (Remote Area Planning and Development) Skilling Meeting • LGAQ (Local Government Association of Queensland) Audit & Compliance Committee Meeting • Queensland Audit Office Meeting • ALGA (Australian Local Government Association) Board Meeting in Canberra • Local Government Remuneration Commission information session
Events	• Bark Park Opening in Blackall • Visit to Government House with Youth Council • 'Talk Like a Pirate Day' charity event in Tambo • Official opening of Tambo Hub Community Garden • Presented awards for 'Blooming in the Bush', Tambo Garden Competition

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.
Operational & Governance Excellence - Advocate to all tiers of government and the services sector to prioritise investment and support services in our region to ensure the needs of our communities are fulfilled.
Operational & Governance Excellence - Ensure best practice in corporate governance.
Financial Strength, Infrastructure & Projects - Commit to keeping the communities informed about activities, performance and employing robust policies and procedures to ensure legislative compliance and organisational integrity.

Lifestyle & Community
Deliver effective community information, communication & education programs to encourage participation in Council business & to enhance the region's livability.
Encourage connection, resilience, equality & inclusion within community.

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**3.1**
SUBJECT TITLE:	**Councillors' Information Report for September**
AUTHOR AND OFFICERS TITLE:	Rebecca Walsh, Administration Support Officer – Records Management
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The report contains information from the Councillors for activities during the month of September.

Officer's Recommendation:

That Council receives the Councillors' report for September.

Background

The following information provides an overview of the Councillors of Blackall-Tambo Regional Council's activities for the month of September.

Councillor David Hardie

- 9th September – Tambo visit
- 18th September – Tambo visit to Hub – Gardening competition results and presentation.
- 21st September – An inspection of the gate at the Rodeo grounds in Blackall

Councillor Alina Hart

- 10th September - Attended Small Town Reinvention Conference lunch during their Blackall visit day
- 10th September - Attended Youth Council meeting, also presenting a report on the progress and upcoming opening of Bark Park
- 15th & 16th September - Attended Regional Leaders Forum in Toowoomba with Cr Scobie
- 19th September - Supported Youth Council & Bark Park opening
- 21st September - Attended CAN meeting at Blackall Hospital
- 28th September - 2nd October - Travelled to Brisbane with Jaimee-Lee Prow & Natalie Dendle to support and participate in 2026 Youth Council trip. Itinerary included a day trip & adventures at Morten Island, multicultural dining experiences, witnessing a Youth Parliament sitting at Parliament House, a tour of the ABC studios with Jenny Woodward, meeting with Outback Futures & other key organisations, and a trip to Government house where they were hosted by Her Excellency. Congratulations to everyone involved in organising, particularly Natalie. The Blackall Tambo region should be incredibly proud to be represented by these students.

Councillor Jane Scobie

- 6th – 11th September – Annual Small Towns Conference
- 10th September – Cr Boyd Johnstone and I conducted 2 Blackall Town tours to showcase our own “Place in the sun”.
- 11th September – Assisted the Blackall State School by driving the Council bus to Longreach for the junior students attending Storyfest.
- 12th September – Attended the Anglican Flower Show
- 15th – 17th September – Attended Regional Leaders Summit in Toowoomba with Cr Alina Hart.
- 17th September – Took part in the Regional Leaders Summit Macintyre Wind Farm Tour.
- 18th – 20th September – Assisted the Blackall Campdraft Committee with their annual event.
- 19th September – Attended Blackall Bark Park opening.
- 21st September – Attended Blackall CAN meeting.
    - Some notes from the meeting:
        - 5 x locums are returning to be part of the regular rotation in 2027
        - Dr. Grace working as a permanent doctor between the General Practice and Hospital for 2027.
        - Tonic Media will replace the TV in the waiting room and the General Practice is welcoming patient feedback.
        - General Practice had 754 patient consultations (including 37 non-attending) in the month of August 2026.
        - Hospital had 150 emergency patient presentations with 7 RFDS retrievals in the month of August 2026.
        - Next True Health Clinic is in Blackall on the 5th & 6th of November 2026.
        - General Practice will close for Christmas on the 24th of December 2026 and reopen on the 3rd of January 2027.

Councillor Boyd Johnstone

- 10th September – Attended Small Town Renewal Conference in Blackall. Appeared as key note speaker. Gave interview with ABC with CEO’s permission. With Cr Scobie provided a Blackall Tour which Peter Kenyon described as the best small town tour in Australia!
- 12th September – Attended the Blackall Anglican Flower Show.
- 16th September – Attended monthly Council Meeting in Tambo.
- 19th September – Attended Bark Park opening.

Councillor Grahame Schluter

- 7th September – Attend opening Tambo Community Gardens Jerry Colby-Williams.
- 12th September – Supported Anglian Flower Show.
- 16th September – Attended Council Meeting in Tambo.
- 16th September – Reported Parkinsonia Plants at 4 Mile.
- 18th September – Attended Garden Day and presentation at the Tambo Hub.
- 19th September – Attend Bark Park opening.

Link to Corporate Plan

Not Applicable

Policy Implications

Nil

Budget and Resource Implication

Nil

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**4.1**
SUBJECT TITLE:	**Chief Executive Officer's September Report to Council**
AUTHOR AND OFFICERS TITLE:	Tiffany Chapman Executive Assistant
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The report from the Chief Executive Officer is to update Council on matters that do not require a separate or comprehensive report for consideration but emerge as issue of interest to Council and the broader community and may include matters that are beyond the end of the previous month.

Officer's Recommendation:
That Council receives the Chief Executive Officer's Information Report.

Background:

Youth Council

Councillors will be aware that the Youth Council travelled to Brisbane
From the 28th September to the 2 October. There will be a separate report to Council today outlining that trip.

I wanted to add my thanks to Jaimee-Lee Prow, Natalie Dendle, and Councillor Alina Hart who escorted the young people. I was fortunate to spend some time with the Youth Council in Brisbane. As a community we can feel very proud of how those young people conducted themselves.

During the reception at Government House, I had numerous people, including the CEO of the YMCA and this year's Queensland Rhodes Scholar recipient, who all complemented me on the way our Youth Council presented themselves. It was pleasing to see that our young people moved freely amongst the invited guests and dignitaries, including the Governor of Queensland. The entire youth council bought credit upon themselves and proudly represented the Blackall-Tambo Region.

Rising Costs

I don't need to tell anybody here that the cost of living is rising dramatically. Through our Community Hub, our team will continue to support those families who need assistance.

We are also experiencing rising costs in goods and services provided to council. This is being felt across the entire local government sector, as it is amongst all Australians. An example of how dramatic price increases are will be presented to council latter in this agenda regarding the completion of a new Sewerage Treatment Plant at Blackall. Whilst Council did receive a grant from the State Government from an application made in 2024, the dramatic rise in costs requires a greater that anticipated contribution from council for the works to be completed.

We are finding similar situations with all works that are currently out for tender. We will continue to monitor all aspects of council spending to ensure we can continue to deliver strong services to the community whilst maintaining a strong level of financial sustainability.

Together with all other councils across Queensland, we ask the state and federal governments to recognise the financial pressures on councils, particularly rural councils on which addition charges from suppliers for transport etc are levied and ensure that Federal Assistance Grants and other grants reflect these dramatic increases in cost.

Assets, Special Projects and Assets

We welcome Kaylene Sloman to Blackall-Tambo Regional Council. Kaylene was a former director at Boulia Shire Council and has over 20 years of local government experience.

Kaylene joins us on a fixed term contract and has already contributed greatly to the management of projects. Kaylene will work from the Tambo office.

Of particular interest is that the covered Tambo netball court passed the final inspection on the 3 September. The contractors, Newlands, are expected to officially hand the site to council within the next two weeks.

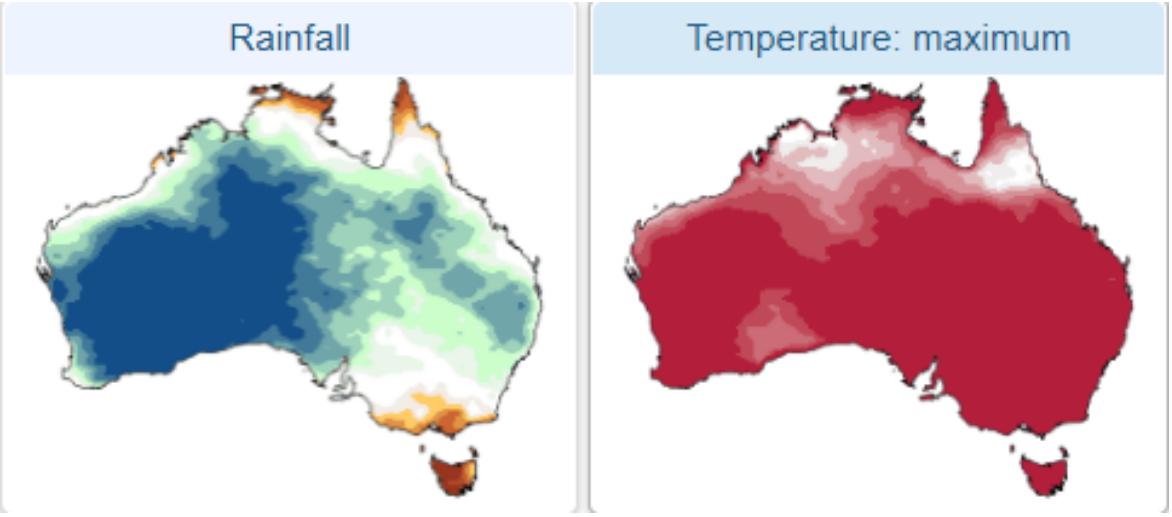
I want to thank Bronwyn Beck for the outstanding work she has done as the project manager for the covered court. It should be noted here that council provided the project management of the court without cost to the Tambo Netball Association, saving them 10's of thousands of dollars on their granted funds. In addition, council has completed works more than $300,000 over and above the grant in the building of retaining walls, ground preparation and turfing. Thank you also to Dave Favelle and his team, together with the Blackall Work Camp for the laying of the turf and its initial care and maintenance. The court has been delivered to the specifications provided by the Tambo Netball Association to the grant authority.

Local Disaster Management Group (LDMG).

The Blackall-Tambo Local Disaster Management Group will meet in Blackall on the 11 November. I am currently conducting a review of our current disaster management plan together with E.L.T and will present the revised plan to the LDMG on that day. If the LDMG endorsed the plan, it will be presented to council at the December ordinary meeting for consideration.

The early long-term forecast predicts a strong El Nino season. This means:

Rainfall is likely to be above average across much of the west and central regions
Daytime temperatures are likely to be above average
Nighttime temperatures are likely to be above average



We urge all residents of the Blackall-Tambo region to prepare now.

Ensure that your roof gutters are cleared and that homes are checked and made sound.

Residents should make a household plan and build an emergency kit. Further information can be found on the Queensland Government Web site at:

https://www.qld.gov.au/emergency/dealing-disasters/prepare-for-disasters

Any warnings or disaster related information can be found on Councils Disaster Dashboard that can be accessed from the Main page on council's website:

https://www.btrc.qld.gov.au/Home

Council is conducting a social media campaign with Queensland Reconstruction Authority (QRA) to launch 'Get Ready Queensland' week.

Snap Send Solve

I thank councillors and the majority of the community for embracing the use of SNAP SEND SOLVE.

You will see in the report from the Director of Orgnisational Performance that SNAP SEND SOLVE is one of the primary ways the community reports issues to us.

I encourage members of the community to use the system or to ring council directly if there is an issue they have found.

I have asked our Director of Lifestyle and Communities to provide information to the community on how to use the system effectively. Councillors will also recall that they have the Q Code on each business card, and it would be appreciated if issues are reported to them that they encourage the use of SNAP SEND SOLVE.

Link to Corporate Plan

Not Applicable

Consultation (internal/external)

Chief Executive Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

OFFICER REPORTS
COUNCIL MEETING DATE: Wednesday 14 October 2026
ITEM NO: **4.2**
SUBJECT TITLE: **Actions Arising from Council Meetings**
AUTHOR AND OFFICERS TITLE: Tiffany Chapman Executive Assistant
AUTHORISING OFFICER: Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential) N/A

Summary:

The purpose of this report is to provide Council with an update on the actions arising from resolutions passed at previous Council meetings. This report aims to ensure transparency, track progress and identify any issues requiring further attention.

Officer's Recommendation:
That Council notes the progress of actions arising from previous Council meetings as detailed in the report.

Background

After a council meeting, officers of council are required to take action on any items arising from those meetings. The purpose of this report is to provide the Council with an update on the progress of the actions that have not been completed.

It should be noted that some actions cannot be completed until consultation processes have been completed or as in the case of development applications, the decision is in the appeal stage.

Meeting Date	Item No.	Item	Action Required	Action Taken
16/09/2026	6.1	Streetscape Upgrades – Community Consultation	That having been briefed by Council staff on the streetscape upgrades for Shamrock Street Blackall and Arthur Street Tambo, that Council endorses the commencement of community consultation from 5th October 2026. **GM 2026/09/795**	Council is currently waiting on the designs and signs for community consultation which should arrive in the later weeks of October 2026.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Ensure best practice in corporate governance.
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Commit to keeping the communities informed about activities, performance and employing robust policies and procedures to ensure legislative compliance and organisational integrity.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Chief Operations Officer
Director of Lifestyle and Community

Director Organisational Performance
Group Manager Customer and Council Support Services

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**4.3**
SUBJECT TITLE:	**Operational Plan Quarterly Report - First Quarter 2026-2027**
AUTHOR AND OFFICERS TITLE:	Tiffany Chapman Executive Assistant
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

A quarterly report on the Operational Plan provides advice to the Mayor and the Councillors of progress First Quarter (1 July to 30 September) towards delivering actions in the Operational Plan 2026-2027.

Officer's Recommendation:
That Council receive the Operational Plan Quarterly Report for the First Quarter of 2026-2027 in accordance with Section 174 of the *Local Government Regulation 2012.*

Background

Section 174 of the *Local Government Regulation 2012* requires that a written assessment of the local government's progress towards implementing the annual operational plan is presented at meetings of the local government held at regular intervals or not more than three months.

The Operational Plan Quarterly Report – First Quarter details Blackall-Tambo Regional Council's performance in delivering actions in the annual Operational Plan 2026-2027, as of 30 September 2026.

Performance against targets is reported as being: Not scheduled to commence, On time, on budget, in progress, Some project concerns, Major project concerns, Completed or Deferred.

At the close of the first quarter, 80% of the programs are in progress level of 'On Time and On Budget' or greater.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Ensure best practice in corporate governance.
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Commit to keeping the communities informed about activities, performance and employing robust policies and procedures to ensure legislative compliance and organisational integrity.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Director of Lifestyle and Community
Director Organisational Performance
Interim Assets/Major Projects and Customer & Council Support Services Manager

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Compliant with Section 174 of the *Local Government Regulation 2012.*	Low
People	Low	Nil	Low
Operational	Medium	Measuring performance against budgeting and monitoring.	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Sharing information is beneficial to key stakeholders.	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

There is no adverse risk to Council in receiving the quarterly report for the review of the 2026-2027 Operational Plan.

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights, and no human rights have been limited in the forming of the officer recommendation.

Attachments

1. Operational Plan Update Q 1 [**4.3.1** - 7 pages]

Blackall-Tambo Regional Council OPERATIONAL PLAN 2026-2027

[Responsible Officers: CEO - Chief Executive Officer, CFO - Chief Financial Officer, DOP - Director of Organisational Performance, DLC - Director of Lifestyle and Communities, ELT - Executive Leadership Team]

Ref	Operational Program	Specific Project or success measure	Operational	Capital Budget	Responsible Officer	Q1 Update	Status
VIBRANT COMMUNITIES AND ECONOMIC DEVELOPMENT							
1	Small Business Friendly Council & Economic Development	- Work with the Officer of the Small Business Commissioner and local businesses to enhance economic development. - Deliver Quarterly Business Network Breakfasts.	50,000		DLC	Attended annual Small Business Friendly Conference (Rockhampton). Business Network Breakfast to occur during Q2 - 'Working with Council' document launch.	On time, on budget, in progress
2	Blackall Airport/QANTAS	Training for new and existing staff.	20,000		Manager, Community Support Services	Planning currently underway with training of select staff prior to end Q2.	On time, on budget, in progress
3	Blackall Wool Scour Project including Evora Road Upgrades	1. Establish a beneficial enterprise for the "shovel ready" aspect of the proposed Qwool program. 2. Intersection and drainage upgrade.	1. 10,000	2. 200,000	CEO	1. Qwool plans to be before council on 14 October for consideration. 2. Contracts for sale of land currently with lawyers of both parties.	On time, on budget, in progress
4	Ram Park	Upgrade of "Q Code" virtual tour of Ram Park.	5,000		DLC	To be progressed in conjuction with Council Street Scape project - approved for community consultation by Council at the September Ordinary Meeting.	On time, on budget, in progress
5	Event Delivery	Deliver Circus Carnival Event.	40,000		DLC	Successful delivery in August 2026	Completed
6	Tourism	Deliver Tourism & Economic Development in partnership with OQTA and the Blackall-Tambo business community.	70,000		DLC	Established stronger partnership with OQTA, resulting in stronger presence of Blackall Tambo on the Experience Outback Queensland social media pages. Annual membership with OQTA renewed. Consultation underway with local tourism providers and community to develop the next edition of the Tourism Visitor Information Guide, due for release March 2027 (Q3).	On time, on budget, in progress
7	Community Development Activities	1. Development of youth precinct space within Memorial Hall. 2. Community Mental Health assistance via support to Outback Futures.	1. 30,000 2. 50,000		DLC	1. Electricians currently installing air conditioners, equipment purchases have been made. 2. By Council agreement Outback Futures have been funded for a Community Assistance program (completed).	On time, on budget, in progress

Blackall-Tambo Regional Council OPERATIONAL PLAN 2026-2027

[Responsible Officers: CEO - Chief Executive Officer, CFO - Chief Financial Officer, DOP - Director of Organisational Performance, DLC - Director of Lifestyle and Communities, ELT - Executive Leadership Team]

Ref	Operational Program	Specific Project or success measure	Operational	Capital Budget	Responsible Officer	Q1 Update	Status
8	Blackall Youth Council	Blackall-Tambo Youth Council 2026/2027 Leadership Camp - National General Assembly of Local Government, Canberra.	40,000		DLC	Camp itinery has been developed and scheduled for 28 September - 2 October. Due to an invitation from the Govenor of Queensland to attend Government House, the destination was amended.	Completed
9	Youth Programs	- Operate Youth Centre weekly programs. - Deliver school holiday programs.	10,000		DLC	Weekly program to commence once Memorial Hall upgrades are complete, in Q2. The first of the school holiday programs in September in Blackall (Q1) and Tambo.	On time, on budget, in progress
10	Aged Programs	Healthy ageing programs.	10,000		Group Manager, Community Policy and Programs	Tambo Tea & Talks and Blackall Get Forked are both running on a monthly basis. Memory Café event planned for Q2, in partnership with Barcoo Retirement Village.	On time, on budget, in progress
11	Libraries	- Deliver First 5 Forever programs (Blackall & Tambo). - Conduct quarterly "Sprouts & Seniors" sessions. - Upgrade library technology.	40,000		Group Manager, Community Policy and Programs	First 5 program continues, Council has been selected for the Together We Grow program through State Library Qld. Attended the Together We Grow launch at the State Library, Brisbane. Due to popular demand, Sprouts & Seniors has become a montly event. This program has been nominated for a QPLA Local Government LGA Award. Orders have been processed for technology upgrades, including 3D printers.	On time, on budget, in progress
12	Sport and Recreation	- Deliver weekly recreation programs (Aqua Aerobics, Walking Group, Kids Fit, Chair Aerobics). - Coordinate junior sports (Cricket, Swimming Clinics). - Support school holiday programs and community events.	130,000		Group Manager, Community Policy and Programs	Weekly recreation programs and junior sports continue throughout Blackall and Tambo. Sport and Recreation officer has been supporting school holiday programs.	On time, on budget, in progress

Blackall-Tambo Regional Council OPERATIONAL PLAN 2026-2027

[Responsible Officers: CEO - Chief Executive Officer, CFO - Chief Financial Officer, DOP - Director of Organisational Performance, DLC - Director of Lifestyle and Communities, ELT - Executive Leadership Team]

Ref	Operational Program	Specific Project or success measure	Operational	Capital Budget	Responsible Officer	Q1 Update	Status
ENVIRONMENT AND HERITAGE							
1	Waste Management	- Renovate and improve the Blackall Waste Facility - Continue community education on reducing waste / recycling. - Investigate & implement recycling in both Blackall and Tambo (with RAPAD). - Review current tipping sites at Blackall and Tambo with a view to implementing transfer stations (depending on outcome of grant).	180,000		Manager Environment, Health and Compliance	New tip which is Council use only has commenced. Social media promotion of waste facility access and use. Recycling discussions continue with RAPAD. Initial grant application unsucessful, currenly exploring other options.	On time, on budget, in progress
2	Public Health	- Community education. - Training opportunities in public health for small business operators.	15,000		Manager Environment, Health and Compliance	Social media updates re: parvovirus, responsible pet ownership. Opening of Bark Park. Community group food handling training undertaken. Compliance checks and licenses issued for various food vendors.	On time, on budget, in progress
3	Tambo Dam	Feasibility Study into improvement into Tambo Dam and surrounds.	75,000		DOP	SEEC have been engaged by Lackon to complete feasibility study, samples of dam wall have been submitted for structural testing. Final report due Q2. Discussions underway with Griffith University regarding placemaking activation.	On time, on budget, in progress
4	Dog Pound	Improvements to the main pound facility in Blackall and upgrades to the holding pound at Tambo.		50,000	Group Manager Assets and Major Projects	Not commenced, to commence Q3.	Not scheduled to commence
5	Water Reticulation	Water mains renewals and upgrades in Blackall and Tambo.		250,000	Group Manager Town and Rural Services	Work undertaken to identify priority replacements. Replacements to begin in Q3.	On time, on budget, in progress
6	Sewerage Network	Intallation of new Blackall Sewerage Treatment Plant (planning commenced 2026).		4,500,000 (State Government) 500,000 (Council)	Group Manager Assets and Major Projects	Initial planning completed. A dramatic increase in cost of the delivery of the project has been encountered, following significant increases in the costs of steel and concrete. Matter will be included in Council's budget review due in Q2.	Major project concerns

Blackall-Tambo Regional Council OPERATIONAL PLAN 2026-2027

[Responsible Officers: CEO - Chief Executive Officer, CFO - Chief Financial Officer, DOP - Director of Organisational Performance, DLC - Director of Lifestyle and Communities, ELT - Executive Leadership Team]

Ref	Operational Program	Specific Project or success measure	Operational	Capital Budget	Responsible Officer	Q1 Update	Status
ASSETS AND INFRASTRUCTURE							
1	Council Owned Housing	Renovate Council housing as per asset management plan.		300,000	Group Manager Assets and Major Projects	Schedule of works underway, RFI's completed to source tradesmen and materials.	On time, on budget, in progress
2	Plant and Fleet Program	Plant replacements and additions (net).		3,521,000	CFO	70% of budget items have been tendered and orders placed.	On time, on budget, in progress
3	Blackall Cultural Precinct	1. Deliver stage 2. 2. Commence planning for stage 3 (Old Blackall Theatre), design and structural compliance (Stage 1 completed 2026).		1. 14,900,000 (Federal Government) 2. 2,000,000 (Council)	CEO Group Manager Assets and Major Projects	1. Stage 2 commenced 18 September 2026. Due for completion Nov 2027. 2. Discussions underway with Griffith University regarding stage 3.	On time, on budget, in progress
4	Blackall Sale Yards	- Renewal of Ramp A and catwalk for Ramp A. - New and upgraded Spelling Pens. - Hardstand past Ramp C for Turnaround. - Boundary fence renewal. - Drainage improvements.		600,000	Group Manager Assets and Major Projects	Hardstand ramp C completed. Tenders called for Ramp A. A compliance notice for the ramps built prior to 2000 being non-compliant and quotations for upgrades are currently underway. Assessment is underway, contract will be awarded in Q3. Talks currently underway with Griffith University regarding a 10 year master plan.	Some project concerns
5	Blackall Netball Courts	Stage 1 - Standalone netball courts within Blackall Showgrounds area. 2 year project.		115,000	Group Manager Assets and Major Projects	Project timelines to be reviewed.	Not scheduled to commence
6	Council Buildings (non residential)	Maintenance and upgrades prioritisation (as required).		700,000	Group Manager Assets and Major Project	Further Building maintenance will be completed in the next quarter, currently sourcing contractors.	On time, on budget, in progress
7	Blackall Depot and Laboratory	Upgrades, expansion and improvments for water testing facilities and depot operations.		350,000	Group Manager Assets and Major Projects	Anticipated for Q3.	Not scheduled to commence
8	Recreational Upgrades	Maintenence & revitalisation of key recreational spaces: 1. Place-making investment. 2. 4 Mile & Coolibah Walk Toilet installation. 3. Banks Park Master Plan. 4. Tambo Bowls lighting upgrade. 5. Sealing and widening of Coolibah Walking Track (depending on grant outcome). 6. Extension of Blackall Pathway to Health (depending on grant outcome).	1. 50,000	2. 120,000 3. 50,000 4. 27,000 5. 90,000 (grant TBA) 10,000 (Council) 6. 90,000 (grant TBA) 10,000 (Council)	DLC Group Manager Assets and Major Projects	1. Upgrades to Memorial Hall underway. Opening of Bark Park. Attendance at the National Small Town Reinvention Conference. 2. Complete. 3. Part of Griffith University project. 4. Not commenced. 5 & 6. Results of grant released, unsuccessful. Offer for Council to resubmit. Focus application will be for widening Coolibah Walking Track.	On time, on budget, in progress

Blackall-Tambo Regional Council OPERATIONAL PLAN 2026-2027

[Responsible Officers: CEO - Chief Executive Officer, CFO - Chief Financial Officer, DOP - Director of Organisational Performance, DLC - Director of Lifestyle and Communities, ELT - Executive Leadership Team]

Ref	Operational Program	Specific Project or success measure	Operational	Capital Budget	Responsible Officer	Q1 Update	Status
9	Blackall Memorial Hall	- Air Conditioning upgrades. - Repolish floors. - Upgrade to establish as a youth centre.		105,000 (Multicultural grant) 115,000 (Council)	DLC Group Manager Assets and Major Projects	Air conditioning currently being installed. Equipment for youth centre has been purchased. It has been determined that floors do not need repolishing and on review a plan to upgrade the kitchen to a commercial standard will be implemented. Tender for youth centre renovations to be opened Q2.	On time, on budget, in progress
10	UHF upgrades	1. UHF connectivity repairs. 2. Infrastructure upgrades.	1. 50,000	2. 650,000	DOP Group Manager Assets and Major Projects	1. UHF repairs have been completed. 2. The infrastructure upgrades will form part of Councils EU to expand the capacity of the UHF network.	On time, on budget, in progress
11	RMPC	Annual maintenance of National Highways and State controlled roads within the region contracted from TMR.	2,570,491		DOP Group Manager Roadworks	A conditional agreement has been signed for 2026-27 maintenance as required on the National highway and State Controlled Network within BTRC. 9% of current year budget has been expended in Q1.	On time, on budget, in progress
12	R2R	Council road renewals and upgrades incl - - Airport turnaround. - Showgrounds culvert & seal at Secretary's Box.		1,225,988	DOP Group Manager Roadworks	Hospital Road reseal and parking completed. Airport turnaround to be timed in conjunction with other reseal projects. Showground culvert & seal is completed.	On time, on budget, in progress
13	TMR Works	- 2025/26 Flood Damage Repairs. - Tambo-Blackall Landsborough Highway widening	5,000,000		DOP Group Manager Roadworks	2025/26 flood damage repairs in progress - intitial tenders opened. Landsborough Highway widening project - Package 1 (culvert pricing) and 2 (Construction) has been priced. Culverts out for tender. Detour commencing in Q2.	On time, on budget, in progress
14	Blackall and Tambo main Street Beautification	- Historic Street Signage (stage 1), Shamrock and Arthur Street Landscaping (stage 1). - Upgrades to main street road crossings in Blackall and Tambo.		350,000	Group Manager Assets and Major Project	Community consultation approved at September ordinary meeting. Detailed designs completed. Disability crossings in Blackall and Tambo submitted to DTMR for assessment. Speed reduction to 40kph in both Blackall and Tambo currently being assessed by DTMR.	On time, on budget, in progress

Blackall-Tambo Regional Council OPERATIONAL PLAN 2026-2027

[Responsible Officers: CEO - Chief Executive Officer, CFO - Chief Financial Officer, DOP - Director of Organisational Performance, DLC - Director of Lifestyle and Communities, ELT - Executive Leadership Team]

Ref	Operational Program	Specific Project or success measure	Operational	Capital Budget	Responsible Officer	Q1 Update	Status
15	TIDS	Council road renewals and upgrades.		200,000 (Funded) 200,000 (Council)	DOP Group Manager Roadworks	Tumbar Road Pave & Seal underway - 75% of costs committed.	On time, on budget, in progress
16	W4Q	- Façade Old Picture Theatre. - Prince of Wales Footpath, Kerb & Gutter.		530,000	Group Manager Assets and Major Projects Group Manager Roadworks	Variation submitted and approved - Removed Picture Theatre Facade works. New : Violet St to Coronation St footpath - currently underway. New : Blackall St Andrews Kerb & Channel - to begin New: Blackall Violet St Kerb & Channel - to begin New: Tambo - Disability crossing mediam strip, Arthur Street - design in progress	On time, on budget, in progress
18	Cemeteries and Memorials	1. Relocation of unmarked grave sites Blackall. 2. Construction of memorial wall at new unmarked grave site. Drainage and landscaping upgrades.	1. 250,000	2. 150,000	Group Manager Assets and Major Project	Preliminary with Qld State Coroner have been undertaken, program to be delivered Q3 & Q4.	On time, on budget, in progress
19	Airport Improvements	- Cantilever Shade Structure - Carpark. - Disability access upgrades.		120,750 (TMR Funding) 115,000 (Council)	Group Manager Assets and Major Project Manager, Community Support Services	Installation to take place in Q2. Disability upgrades to access and amenities completed.	On time, on budget, in progress
20	Tambo Aquatic Centre - Building	Repairs and improvments to building and facilities.		150,000	Group Manager Assets and Major Project	General amenties repairs have been completed, with internal painting of floors and walls to be completed in Q2.	On time, on budget, in progress
21	Tambo Aquatic Centre - Pools	- New filtration to main and infants pool. - Solar heating installation.		300,000	Group Manager Assets and Major Project	Tender document is being clarified and re-issued in Q2.	Major project concerns
22	Bore & Borehead Renewals	Repairs, upgrades and renewals as per audit report recevied on current Bores and Boreheads in the region.	50,000	100,000	DOP	Repairs include re-concreting around boreheads in Tambo, re-fencing and major flushing of bores.	On time, on budget, in progress
GOVERNANCE							
1	Disaster Management	- Community education and disaster training. - Staff disaster training. - LDMG meetings. - Yearly review LDMP.	25,000		DOP	Sucessful for Get Ready Qld funding. Get Ready Qld Week, first week October, social media campaign for community education commenced. LDMG to meet in Q2 (11 Nov 2026). Yearly review of LDMP underway and will be delivered to the December ordinary meeting.	On time, on budget, in progress

Blackall-Tambo Regional Council OPERATIONAL PLAN 2026-2027

[Responsible Officers: CEO - Chief Executive Officer, CFO - Chief Financial Officer, DOP - Director of Organisational Performance, DLC - Director of Lifestyle and Communities, ELT - Executive Leadership Team]

Ref	Operational Program	Specific Project or success measure	Operational	Capital Budget	Responsible Officer	Q1 Update	Status
2	Enterprise Resource Planning (ERP) system	- Complete ERP systems market review and needs analysis. - Select preferred ERP solution and complete procurement process. - Begin configuration, implementation and migratation of core systems (Finance, Assets, HR).	450,000		Finance and Technology Team	Tenders have been called, results will be provided to Council in Q2 with a view to commence implementation this financial year on a sequential implementation program over a number of year.	On time, on budget, in progress
3	Financial Sustainability	1. Asset Sustainability Ratio Target of 90% (Capital renewals program performance - the extent to which infrastructure assets are renewed). 2. Internal Audit reviews. 3. External Audit reviews. 4. Compilation of Annual Report.	1. 5,000 2. 50,000 3. 100,000 4. 20,000		CFO	1. Council's Asset Sustainability Ratio for FY2026 is forecast to be below the 90% target, primarily due to significant investment in new assets. The five-year average is expected to remain only slightly below the target, indicating that capital renewals performance is broadly aligned with the long-term benchmark. 2. November/December visit scheduled. 3. Annual audit in progress 4. Due for presentation to Council at November ordinary meeting.	On time, on budget, in progress
4	Workplace Health and Safety	1. Monthly reporting on Workplace Health and Safety Management System (WHSMS). 2. 2026/27 WHS Audit. 3. The ongoing improvements of the new Work Health and Safety Management System to ensure compliance with the National Audit Tool (NAT). 4. Enforceable Undertaking (EU) administration.	1. 5,000 2. 100,000 3. 25,000 4. 25,000		DOP	1. Ongoing - Monthly WHS report presented to Council at each ordinary meeting. 2. WHS Audit scheduled October 2026. 3. Continued collaboration between Council and LGW to ensure the WHSMS is compliant with the National Audit Tool. 4. Council continues to engage with our lawyers and OIR on draft 4 of the EU.	On time, on budget, in progress
5	Corporate Communications	- Implementation and delivery of Electronic Messaging System Trillio. - Continue Partnership with the Barcoo Independent Communication resourcing and merchandising	40,000		DLC	Trillio implementation is in progress. Continuing partnership with Barcoo Independent.	On time, on budget, in progress

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**5.1**
SUBJECT TITLE:	**Appointment of Acting Chief Executive Officer**
AUTHOR AND OFFICERS TITLE:	Tiffany Chapman Executive Assistant
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The Chief Executive Officer will be absent from Monday 16 November 2026 to Monday 7 December 2026 inclusive and will out of Australia for a period of that time. In accordance with section 195(b) of the *Local Government Act 2009* a local government may appoint a qualified person to act as the chief executive officer during the absence of the chief executive officer.

Officer's Recommendation:
That Council, in accordance with section 195(b) of the *Local Government Act 2009*, appoint Alison Lamb as Acting Chief Executive Officer for the period Monday 16 November until Friday 04 December 2026 inclusive.

Background

The Chief Executive Officer will be away from the office from Monday 16 November and will return on Tuesday 8 December. For a period during that absence the CEO will be out of Australia. Whilst the CEO will be available and working for a period of the time, it has been deemed to be in the best interest of the operational effectiveness of Council to appoint an Acting CEO.

Under section 195(b) of the *Local Government Act 2009* a local government may appoint a qualified person to act as the chief executive officer during any period, or all periods, when the chief executive officer is absent from duty or cannot, for another reason, perform the chief executive officer's responsibilities.

I recommend that Alison Lamb be appointed as the Acting Chief Executive Officer as an appropriate person with the necessary skills and abilities to fill this role during the Chief Executive Officer's absence.

Link to Corporate Plan

Governance
Outcome 2 - Accountability - Accountable, responsible, and transparent governance.
Outcome 3 - Leadership - Responsible leadership with informed and transparent decision making.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	The appointment of an acting CEO is in accordance with the *Local Government Act 2009.*	Low
People	Low	Nil	Low
Operational	Medium	The CEO is required for operational matters within the organisation.	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	An acting CEO ensures continuity of operations of the organisation.	Low

Proposed Risk Treatment

There is no adverse risk to Council in the appointment of an acting chief executive officer as it fulfils the obligations of Council under legislation.

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**5.2**
SUBJECT TITLE:	**Christmas Closure Period**
AUTHOR AND OFFICERS TITLE:	Tiffany Chapman Executive Assistant
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Council traditionally closes for the period between Christmas and New Year.

Officer's Recommendation:
That Council approve the Christmas closure period for 2026 as:

1. **Council offices will close from 1pm Wednesday, 24 December 2026 and reopen Monday, 4 January 2027; and**
2. **Council depots will close from close of business Wednesday, 16 December 2026 and reopen Monday, 4 January 2027.**

Background

Under the Blackall-Tambo Regional Council Certified Agreement 2024 – 2028, Council is required to give employees at least 90 days' notice of the dates of the annual closedown.

After consultation with the Executive Leadership Team and representatives of the Bank of Queensland it is recommended that the Blackall-Tambo Council Offices shut down period commences from 1pm on 24 December 2026 and reopen Monday 4 January 2027. The Depots will close from Wednesday, 16 December 2026 and reopen Monday 4 January 2027. In accordance with the Certified Agreement, most staff will take annual or other leave during the period.

The usual out of hours contact for council will be in effect with a roster of staff maintained to deal with urgent and immediate issues. Members of Councils executive staff will be working during the closure period and available for any emergency situations. Upon Council endorsement, the closure period will be communicated to the community.

Link to Corporate Plan

Not Applicable

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Director of Lifestyle and Community
Director Organisational Performance
Group Manager Customer and Council Support Services

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Nil – the timeframe allows Council to appropriately inform staff which aligns with the requirements in the Certified Agreement.	Low
People	Low	Nil	Low
Operational	Medium	A skeleton roster will apply so there is minimal impact on the delivery of services.	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

The Blackall-Tambo Regional Council Certified Agreement advises that it is the intention of Council to have an annual closedown for all work areas, excluding essential services and Council operations over the Christmas/New Year period. The Certified Agreement stipulates how employees must access leave for this period. A skeleton roster will ensure that Council is still able to provide essential services and operations.

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**5.3**
SUBJECT TITLE:	**Council Meeting Dates for 2027**
AUTHOR AND OFFICERS TITLE:	Tiffany Chapman Executive Assistant
AUTHORISING OFFICER:	Shalveen Dayal (Chief Financial Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Section 257 of the *Local Government Regulation 2012* requires local governments to meet at least once in each month and section 254B of the *Local Government Regulation 2012* requires the meeting dates and places to be published.

Officer's Recommendation:
That Council adopts the meeting dates for 2027 as follows and they be advertised as such:

20 January 2027
17 February 2027
17 March 2027
21 April 2027
19 May 2027
16 June 2027
21 July 2027
18 August 2027
15 September 2027
13 or 20 October 2027 (to be determined due to the 2027 LGAQ Conference)
17 November 2027
15 December 2027

Background

Section 257 of the *Local Government Regulation 2012* outlines the requirements for the frequency and place of meetings for local governments.

(1) A local government must meet at least once in each month
(3) All meetings of a local government are to be held-
a. At 1 of the local government public offices.

Blackall-Tambo Regional Council traditionally hold ordinary meetings on the third Wednesday of each month. The proposed date for the October meeting is to be determined due to the LGAQ Annual Conference.

20 January 2027
17 February 2027
17 March 2027
21 April 2027
19 May 2027
16 June 2027
21 July 2027
18 August 2027
15 September 2027
13 or 20 October 2027
17 November 2027
15 December 2027

Link to Corporate Plan

Governance
Outcome 2 - Accountability - Accountable, responsible, and transparent governance.
Outcome 3 - Leadership - Responsible leadership with informed and transparent decision making.

Consultation (internal/external)

Chief Executive Officer
Director Organisational Performance

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	The *Local Government Regulation 2012* requires local governments to hold a meeting at least one in every month.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**5.4**
SUBJECT TITLE:	**Operations Hours - Bank of Queensland Tambo**
AUTHOR AND OFFICERS TITLE:	Tiffany Chapman Executive Assistant
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Tambo Bank of Queensland is currently operated by Council and provides banking services to the community. The branch is open Monday to Friday from 9:00 am to 4:00 pm, with a daily closure from 1pm to 2pm. Council is reviewing the current operating hours.

Officer's Recommendation:
That Council note and adopt the new Tambo Bank of Queensland (BOQ) operational hours:

- **Monday 9am to 4pm (Closed from 1pm to 2pm)**
- **Tuesday 9am to 1pm**
- **Wednesday 9am to 1pm**
- **Thursday 9am to 1pm**
- **Friday 9am to 4pm (Closed from 1pm to 2pm)**

To commence from Monday February 1, 2027.

Background

Bank of Queensland (BOQ) is one of Australia's leading banking institutions, providing a broad range of banking and financial services through its branch network across Australia.

The Tambo BOQ Branch is located within Council's main administration building at 21 Arthur Street, Tambo and is staffed by council employees. Tambo Branch provides essential banking services to the local community, including cash deposits, withdrawals, money transfers and other over-the-counter banking transactions.

The Tambo BOQ has been operated by council for the past 12 years and provides a benefit to the community and travellers alike. With major changes in banking in recent years, many bank branches have closed or reduced hours of operation. The rise of internet banking is a major contributing factor to the banking changes. Council remains desirous of maintaining the banking service in Tambo in line with banking operations across the region and the following hours or operation are recommended:

Monday – 9am to 4pm (Closed from 1pm to 2pm)
Tuesday – 9am to 1pm
Wednesday – 9am to 1pm
Thursday – 9am to 1pm
Friday - 9am to 4pm (Closed from 1pm to 2pm)

The proposed minor reduction in operating hours will continue to provide access to essential banking services during peak usage periods while allowing Council staff greater capacity to undertake their primary Council responsibilities.

This matter has been consulted with the Bank of Queensland and with staff from the Tambo office and these hours have been determined to represent the greatest need for banking services.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Provide each customer with an individual focused experience.

Lifestyle & Community
Support for businesses in the region.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Tambo Town Manager

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	Nil	Low
People	Low	Nil	Low
Operational	Medium	Change of the Tambo Bank Of Queensland branch business hours.	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
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19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS	
COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**6.1**
SUBJECT TITLE:	**Financial Report for the month of September**
AUTHOR AND OFFICERS TITLE:	Kaylene Carroll, Finance, Accountant
AUTHORISING OFFICER:	Shalveen Dayal (Chief Financial Officer), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential}	N/A

Summary:

In accordance with s204 of the *Local Government Regulation 2012*, a monthly financial report must be presented to the Council. The financial report for September details the Council's current financial position and compares its performance against the adopted budget for 2026-27.

Officer's Recommendation:

That Council receives the Financial Report for September 2026.

Background

In accordance with section 204 of the *Local Government Regulation 2012* the financial report of Council must be presented at the monthly meeting of Council. This ensures adequate oversight of Council's financial position and performance against the latest approved budget.

Overall Summary
Council's financial position remains strong as at 30 September 2026, supported by significant cash reserves, strong working capital and low levels of external liabilities. The financial results for September continue to reflect the timing impacts associated with grant funding, rate revenue recognition and the seasonal nature of several income streams; however, no material financial concerns have been identified. Council remains well placed to meet its operational commitments and continue delivery of its adopted capital works program.

Financial Performance

Operating Result
The year-to-date operating position at 30 September 2026 reflects a deficit of $0.5 million. This result is primarily influenced by the timing of revenue recognition and the fact that depreciation has not yet been recorded for the 2026/27 financial year. Revenue of $9.3 million represents 22% of the annual budget and is significantly higher than the comparable period last year due to increased activity levels and the timing of revenue streams. Expenses of $9.8 million are also tracking in line with budget expectations and normal seasonal expenditure patterns.

The operating result should be considered in the context of Council's annual budget and the timing of major funding receipts and expenditure programs. At this stage of the financial year, there are no concerns regarding Council's ability to achieve its budget objectives.

Balance Sheet Position
Council's balance sheet remains healthy, with total assets of approximately $454.5 million and total equity of $434.6 million. External liabilities remain comparatively low at $19.9 million,

demonstrating Council's ongoing financial sustainability and strong net asset position. The balance sheet continues to provide a solid foundation for future service delivery, infrastructure investment and long-term financial resilience.

Working capital remains strong at $34.86 million, providing Council with sufficient liquidity to meet both short-term obligations and longer-term strategic commitments.

Debtors and Rates
Outstanding debtors at the end of September totalled $420,226, which is significantly lower than the corresponding period in the previous year. Current creditors total $202,349, resulting in a favourable net debtor position.

Rate arrears remain manageable and are largely associated with recent rating periods and normal collection cycles. Historical collection rates remain strong, and Council continues to actively monitor outstanding balances in accordance with its Debt Recovery Policy.

Cash and Liquidity Position
Council continues to maintain a very strong cash and liquidity position, with total cash and investments of $46.4 million at 30 September 2026. After allowing for employee entitlements and restricted grant funding, Council's unrestricted cash surplus is approximately $34.6 million.

Council's unrestricted cash balance provides approximately 11 months of cash expense cover, demonstrating a strong capacity to fund day-to-day operations and respond to unforeseen financial pressures. Forecast cash flows indicate sufficient funding is available to meet operational costs, capital expenditure commitments and ongoing project delivery requirements throughout the coming months.

Overall Assessment
Council's financial position at 30 September 2026 remains sound. Cash reserves are strong, liquidity levels remain well above operational requirements and working capital continues to be positive. While the year-to-date operating result reflects normal timing differences associated with revenue and expenditure recognition, no material concerns have been identified.

Based on the September financial results, Council remains well positioned to meet its financial obligations and deliver its adopted operational and capital works programs throughout the remainder of the 2026/27 financial year.

Notable Operational Variances

Several business units experienced activity levels above budget during the reporting period. Saleyard operations benefited from strong cattle prices and increased yard numbers, while tourism-related activities and showgrounds recorded increased revenue associated with peak tourism season. Community Services also experienced increased activity due to several major events held during the first quarter. Dog registration notices were issued during September and associated revenue adjustments will occur following the end of the rating period.

Capital Projects
The progress update on capital projects is included in the Roadworks Report, and Assets and Major Projects Report.

Link to Corporate Plan

Organisational Performance & Financial Sustainability.
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.
Operational & Governance Excellence - Ensure best practice in corporate governance.
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Rates and charges will provide value for residents and support the delivery of infrastructure, facilities and services.
Financial Strength, Infrastructure & Projects - Commit to keeping the communities informed about activities, performance and employing robust policies and procedures to ensure legislative compliance and organisational integrity.
Financial Strength, Infrastructure & Projects - Ensure that asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Accountant

Policy Implications

Nil

Budget and Resource Implications

Nil

FINANCE REPORT TO A MEETING OF THE BLACKALL-TAMBO REGIONAL COUNCIL HELD ON 14 OCTOBER 2026

Contents

1. Cash Position
2. Monthly Cash Flow Estimate
3. Comparative Data
4. Rates Arrears Summary
5. Financial Dashboard
6. Revenue and Expenditure Summary
7. Variance Commentry

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL HELD ON 14 OCTOBER 2026

1. Cash Position as at 30 September 2026

Cash at Bank

Operating Accounts	$	4,395,592

Short Term Investments

Queensland Treasury Corporation - Cash Fund	$	42,000,000
	$	**46,395,592**

The following items should be backed by cash and investments, plus any increases in the surplus of Debtors over Creditors and unspent grants.

Cash backed Current Liabilities (Employee Entitlements)	$	3,461,178
Unspent Grants (Restricted Cash)	$	8,287,317
	$	**11,748,495**

	Debtors	*Creditors*		
Balance of recoverable **debtors** - estimated **creditors:**	420,226	202,349	$	217,877
Plus cash surplus	46,395,592	11,748,495	$	34,647,097
Working Capital			**$**	**34,864,974**

2. Cashflow Estimates:

	Oct-26	Nov-26	Dec-26	Total
Cash inflows				
Rates & fees & charges	415,000	261,000	261,000	**937,000**
Rent & interest	170,000	170,000	170,000	**510,000**
Sales Revenue & Recoverable Works	212,000	1,462,000	512,000	**2,186,000**
Grants/subsidies	3,645,000	845,000	2,126,000	**6,616,000**
Cash outflows				
Employee benefits	(1,257,000)	(1,257,000)	(1,257,000)	**(3,771,000)**
Materials & services	(1,766,000)	(1,766,000)	(1,766,000)	**(5,298,000)**
Capital Expenditure	(1,330,000)	(1,545,000)	(1,760,000)	**(4,635,000)**
Net Cash inflow/(outflow)	**89,000**	**(1,830,000)**	**(1,714,000)**	**(3,455,000)**

3. Comparative Data:

	Sept 2026	Sept 2025
Cash position	46,395,592	35,161,961
Working capital	34,864,974	26,675,168
Rate arrears	97,304	68,070
Outstanding debtors	420,226	715,836
Current creditors	202,349	201,738

4. Rate Arrears Summary

Total Rates Outstanding Balance **$ 97,304**

Rates Outstanding Breakdown	Total	No. of Assessments
Current	$ 236,688	**148**
1 Year	$ 56,346	**37**
2 Years	$ 21,084	**14**
3 Years and over	$ 19,874	**6**

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL HELD ON 14 OCTOBER 2026

Financial Dashboard for the month ending September 2026
(all amounts in $millions)

Income Statement	YTD *	Budget FY	% Budget	Last YTD	Variance		
Revenue	$9.30	$41.90	22%	$6.3	$3.0		1
Expenses	$9.80	$44.60	22%	$10.8	$1.0		2
Net Result	($0.50)	($2.70)		($4.5)	$4.0		

Balance Sheet		Jun-26	Movement	Last YTD	Movement	
Total assets	$454.5	$455.8	($1.3)	$431.7	$22.8	
Total liabilites	$19.9	$20.9	$1.0	$3.4	($16.5)	
Total Equity	$434.6	$434.9	($0.3)	$428.3	$6.3	

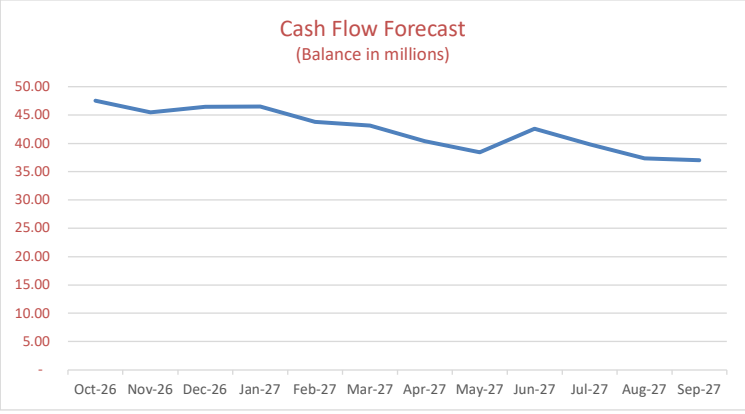
Cash expense cover
11 months

Unrestricted Cash Balance
$34.6

Council's unrestricted cash cover ratio indicates how long Council can continue paying day to day expenses from cash at bank without needing additional cash flow injections.

1. 80% upfront payment of 2026/27 Financial Assistance Grant was received in the last financial year
2. No depreciation has been recorded for 2026/27 at this point in time

YTD* the year to date actual amounts presented are based on all transactions recorded at the time of preparation. Council accounts are not adjusted for monthly accruals. Annual accruals and other adjustments are made at year end and the results may vary.



General Ledger2023.6.13.1 Revenue and Expenditure Summary Page - 1
(Accounts: 0100-0001-0000 to 5245-2000-0000. All report groups. 25% of year elapsed. To Level 4. Excludes committed costs)
Blackall-Tambo Regional Council (Budget for full year) Financial Year Ending 2027 Printed(KCARROLL): 06-10-2026 12:22:00 PM

		REVENUE				EXPENDITURE			
		30 Sep 2026 ACTUAL		AMENDED BUDGET	ORIGINAL BUDGET	30 Sep 2026 ACTUAL		AMENDED BUDGET	ORIGINAL BUDGET
1000-0001	ADMINISTRATION								
1000-0002	Administration	63,239.05	22%	288,500	288,500	1,351,761.70	24%	5,648,700	5,648,700
1100-0002	Finance	2,772,846.17	22%	12,599,670	12,599,670	25,386.16	2%	1,639,619	1,639,619
1200-0002	Oncosts	0.00	0%	0	0	558,203.54	---%	0	0
1300-0002	Stores/Purchasing	0.00	0%	0	0	(16,177.22)	-32%	50,000	50,000
2000-0002	Corporate Governance	0.00	0%	0	0	219,427.45	24%	896,913	896,913
2100-0002	Business Activities	1,649.44	5%	32,000	32,000	11,928.96	13%	88,500	88,500
2150-0002	Saleyard Operations	767,713.49	51%	1,502,000	1,502,000	357,824.87	33%	1,072,400	1,072,400
2200-0002	Tambo Weighbridge	2,913.64	29%	10,000	10,000	3,990.91	29%	13,650	13,650
2350-0002	Airports/Aerodromes	24,693.64	15%	169,700	169,700	49,167.96	11%	448,175	448,175
2450-0002	Tourism	20,406.71	46%	44,000	44,000	118,395.52	25%	466,000	466,000
2500-0002	Planning & Development	8,827.00	11%	80,000	80,000	25,143.00	23%	110,000	110,000
2580-0002	Grants Capital & Operating Other	977,672.00	7%	14,282,719	14,282,719	792,163.65	>999%	10,000	10,000
2600-0002	Environmental	44,590.62	20%	228,000	228,000	44,058.50	15%	295,000	295,000
2650-0002	Animal Control	5,910.00	99%	6,000	6,000	18,336.07	9%	215,000	215,000
2700-0002	Stock Routes	42,968.18	31%	137,000	137,000	82,128.05	17%	497,000	497,000
3000-0002	Work Scheme and Community	7,653.45	31%	25,000	25,000	38,379.07	24%	159,900	159,900
3100-0002	Council Housing	60,280.00	27%	225,000	225,000	88,102.70	21%	410,000	410,000
3300-0002	Child Care Services	0.00	0%	0	0	0.00	0%	43,000	43,000
3350-0002	Sport and Recreation	0.00	0%	0	0	33,183.93	24%	136,000	136,000
3400-0002	Youth Services	0.00	0%	0	0	27,673.29	28%	100,000	100,000
3415-0002	Tambo Multi-Purpose Centre	12,431.11	9%	139,500	139,500	50,163.32	13%	380,000	380,000
3445-0002	Disability	34,681.69	32%	110,000	110,000	17,638.31	25%	70,000	70,000
3460-0002	Community Services	168,546.53	31%	549,998	549,998	486,780.49	33%	1,460,700	1,460,700
3500-0002	Libraries, Education and Arts	0.00	0%	39,200	39,200	74,878.32	27%	273,000	273,000
3570-0002	RADF & Community Assistance	51,975.00	98%	53,000	53,000	278,548.16	33%	855,000	855,000
3600-0002	Halls and Cultural Centres	336.36	8%	4,000	4,000	26,618.62	8%	334,000	334,000
3700-0002	Showgrounds & Sports Facilities	389,692.35	>999%	11,000	11,000	95,630.99	12%	826,000	826,000
3800-0002	Corporate Buildings	0.00	0%	0	0	45,008.57	30%	150,000	150,000
3900-0002	Cultural Precinct	0.00	0%	0	0	15,000.00	5%	287,000	287,000
1000-0001	ADMINISTRATION	5,459,026.43	18%	30,536,287	30,536,287	4,919,344.89	29%	16,935,557	16,935,557
4000-0001	WORKS AND SERVICES								
4001-0002	Works Office and Depot	0.00	0%	0	0	155,992.06	3%	5,811,700	5,811,700
4100-0002	Town Street Maintenance	0.00	0%	0	0	121,376.32	20%	614,000	614,000
4200-0002	Rural Roads Maintenance	133,853.00	5%	2,616,549	2,616,549	246,635.27	21%	1,150,000	1,150,000
4500-0002	Recoverable Works	2,390,666.27	11%	21,952,395	21,952,395	3,462,078.12	20%	16,995,916	16,995,916
4550-0002	Plant Operations	1,128,859.95	26%	4,260,000	4,260,000	866,758.24	21%	4,133,879	4,133,879
4600-0002	SES - Disaster Mgmt	0.00	0%	110,142	110,142	11,723.96	5%	259,642	259,642
4700-0002	Cemeteries	1,170.91	5%	25,000	25,000	13,582.93	3%	454,000	454,000
4800-0002	Parks, Gardens and Reserves	0.00	0%	0	0	467,951.27	29%	1,624,900	1,624,900
4860-0002	Aquatic Centres	0.00	0%	0	0	139,414.21	17%	800,000	800,000
5000-0002	Cleansing	196,267.13	50%	395,537	395,537	55,474.46	15%	375,100	375,100
5100-0002	Water Supply	525,389.95	49%	1,069,277	1,069,277	98,117.13	15%	674,100	674,100
5200-0002	Sewerage Services	450,253.76	49%	920,327	920,327	23,971.67	6%	432,000	432,000
4000-0001	WORKS AND SERVICES	4,826,460.97	15%	31,349,227	31,349,227	5,663,075.64	17%	33,325,237	33,325,237
	TOTAL REVENUE AND EXPENDITURE	10,285,487.40	17%	61,885,514	61,885,514	10,582,420.53	21%	50,260,794	50,260,794

Account/Function Specific Comments for Revenue and Expenditure Summary Report

Account	Description	Revenue	Expenditure
1000-0002	Administration		
1100-0002	Finance		
1200-0002	Oncosts		
1300-0002	Stores/Purchasing		
2000-0002	Corporate Governance		
2100-0002	Business Activities		
2150-0002	Saleyard Operations	***Strong cattle prices, increased yard numbers YTD***	
2200-0002	Tambo Sawmill & Weighbridge		
2350-0002	Airports/Aerodromes		
2450-0002	Tourism	***Peak tourism season, higher proportion of income***	
2500-0002	Planning & Development		
2580-0002	Grants Capital & Operating Other		
2600-0002	Environmental		
2650-0002	Animal Control	***Dog registration notices issued, to be adjusted after 30 Sept.***	
2700-0002	Stock Routes		
3000-0002	Work Scheme and Community		
3100-0002	Council Housing		
3300-0002	Child Care Services		
3350-0002	Sport and Recreation		
3400-0002	Youth Services		
3415-0002	Tambo MPC		
3445-0002	Disability		
3460-0002	Community Services		***Large events held throughout Q1***
3470-0002	Miscellaneous Care		
3500-0002	Libraries, Education		
3570-0002	RADF & Community Assistance		
3600-0002	Halls and Cultural Centres		
3700-0002	Showgrounds & Sports	***Peak tourism season, higher proportion of income***	
3800-0002	Corporate Buildings		
4001-0002	Works Office and Depot		
4100-0002	Town Street Maintenance		
4200-0002	Rural Roads Maintenance		
4500-0002	Recoverable Works		
4550-0002	Plant Operations		
4600-0002	SES - Disaster Management		
4700-0002	Cemeteries		
4800-0002	Parks, Gardens and Reserves		
4860-0002	Aquatic Centres		
5000-0002	Cleansing	***First rating notices have been issued. Timing of revenue recognition***	
5100-0002	Water Supply	***will be over 2 periods inconjunction with rating periods.***	
5200-0002	Sewerage Services		

OFFICER REPORTS
COUNCIL MEETING DATE Wednesday 14 October 2026
ITEM NO: **6.2**
SUBJECT TITLE: **Fleet Report for the month of September**
AUTHOR AND OFFICERS TITLE: Dallas Kowald-Dawson, Fleet Supervisor
AUTHORISING OFFICER: Shalveen Dayal (Chief Financial Officer), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential) N/A

Summary:

The Fleet Report provides information on the operation and serviceability of Council's fleet.

Officer's Recommendation:
That Council receive the Fleet Report for September 2026.

Background

- Preventative/Routine maintenance
- No major breakdowns to report
- Brake and bearing overhaul on all side tipping trailers

Monthly Statistics

Number of plant items serviced	21
Number of plant breakdowns	1
Number of call outs	0
Hours downtime due to servicing	42
Hours downtime due to breakdown	24
Hours downtime due to parts availability	8
Number of incidents	0
Lost Time Injury (LTI) resulting from incidents	0

Breakdown Register

Plant Number	Plant Description	DOM	Hours Down	Breakdown Description
5023	Mack Granite	2013	24	PTO and pump failure. Rebuilt PTO and replaced pump. Tested ok. *(Committed purchase order in place for replacement of Prime Mover 5023.)*
Total			24	

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Ensure a safe and healthy environment for communities to live, work and play by providing a safe and healthy workplace where improvement, innovation and initiative are fostered and supported.
Financial Strength, Infrastructure & Projects - Ensure that asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.
Financial Strength, Infrastructure & Projects - Effective road and street infrastructure investment to accomplish maintenance priorities and development opportunities.

Consultation (internal/external)

Chief Executive Officer, Chief Financial Officer, Fleet Supervisor

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**6.3**
SUBJECT TITLE:	**Saleyards Report for the month of September**
AUTHOR AND OFFICERS TITLE:	Daniel Burton, Manager of Saleyards
AUTHORISING OFFICER:	Shalveen Dayal (Chief Financial Officer), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The Blackall Saleyards Report provides an update on sale numbers and projects.

Officer's Recommendation:
That Council receives the Saleyards report for September 2026.

Background

The Blackall Saleyards facility caters for selling, spelling and weighing of weaner and store cattle. Weekly cattle sales are held which continues to attract quality lines and returns.

The monthly report details the monthly sale numbers and prior year comparisons. The report also includes project updates relevant to the saleyards.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Understand there are future implications for decisions made today.
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Ensure that asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Director Organisational Performance
Saleyards Manager

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

1. Saleyards Report September 2026 [**6.3.1** - 1 page]

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL HELD ON 14 OCTOBER 2026

Blackall Saleyards Report for the month ending 30 September 2026

Current Projects & Updates

1. Ramp C turnaround paved and sealed, Truck washdown bay approaches concreted.
2. Lighting upgrades completed.
3. Workplace health and safety improvements in progress.
4. Ramp A replacement tender assessment completed and presented to Council for awarding.

Blackall Saleyards Monthly Statistics

	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	YTD 26-27	2025-26
Spelling Cattle	7,946	7,540	4,656										**20,142**	72,206
Spelling Sheep		-	-										**-**	891
Prime & Store Sales	7,686	8,310	7,429										**23,425**	60,792
Weaner & Store Sales	5,602	3,057	6,419										**15,078**	41,160
Private Weigh (Same Day)	4,023	5,338	4,909										**14,270**	31,527
Private Weigh (Overnight)	8,032	4,354	4,969										**17,355**	37,052
Private Scan		-	-										**-**	-
Bull Sales		56	277										**333**	497
Totals	**33,289**	**28,655**	**28,659**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**90,603**	

Prior Year Totals	**27,418**	**28,780**	**28,974**	**27,897**	**24,650**	**8,057**	**2,550**	**2,274**	**14,256**	**18,317**	**29,406**	**31,435**	**244,014**	

OFFICER REPORTS
COUNCIL MEETING DATE: Wednesday 14 October 2026
ITEM NO: **6.4**
SUBJECT TITLE: **Assets and Major Projects Report for September**
AUTHOR AND OFFICERS TITLE: Kaylene Sloman, Group Manager of Assets, Special Projects & Governance
AUTHORISING OFFICER: Shalveen Dayal (Chief Financial Officer), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential) N/A

Summary:
The update on projects is provided to Council.

Officer's Recommendation:
That Council receive the Assets and Major Projects Report for September 2026.

Background

The following tables provide an update on projects that are currently underway but do not reflect all projects in the operational plan.

Blackall Cultural Precinct – Stage 1	
Project Status	
Project Scope	Civil works for carpark and construction of 2 sheds
Progress	Civil work by Council completed in August. Line Marking by council completed Planting scheduled for September 2026. Architect inspection conducted in August. Defect rectification underway Refrigerated Shipping container ordered and will be delivered once the buildings have been handed to Council.
Project Completion	June 2026
% Complete	90%
Budget	$2,750,000.00 Red Ridge contribution $2,750,000.00 Council contribution
% Budget Expended	90%

Blackall Cultural Precinct – Stage 2	
Project Status	
Project Scope	Visitor Information Centre, Gallery and environs
Progress	Bridgeman is scheduled to commence in October. Bridgeman's Site Manager is on-site preparing site. Superintendent site visit scheduled mid-October 2026.
Project Completion	November 2027
% Complete	10%
Budget	$14,962,719.00
% Budget Expended	9%

Blackall and Tambo Main Street Beautification	
Project Status	
Project Scope	Historic signage – Shamrock Street and Arthur Street Road crossing upgrades – Shamrock Street and Arthur Street
Progress	Landscape Architect updated concept design for Blackall incorporating upgrade of crossings. Engineer completed design for Tambo crossings to 80%. Consultation with the Department of Transport and Main Roads prior to 100% is currently underway, awaiting approval. Community consultation to commence late October 2026.
Project Completion	June 2027
% Complete	25%
Budget	$450,000.00 ($100,000 carried over from the 2025/26 financial year)
% Budget Expended	28%

4 Mile & Coolibah Walk Structures	
Project Status	
Project Scope	Installation of an amenity block at the 4 Mile and Coolibah Walk
Progress	4 Mile toilet installation complete. Coolibah Walk toilet installation to be completed. Some fencing is required. 'No camping' signs to be installed at both sites.
Project Completion	October 2026
% Complete	85%
Budget	$120,000.00
% Budget Expended	95%

Blackall Sewage Treatment Plant	
Project Status	
Project Scope	Design and Construction of new sewage treatment plant
Progress	Design phase and costings completed. Council will determine the matter at the October Ordinary Meeting
Project Completion	November 2027
% Complete	25%
Budget	$5,000,000.00 A request for additional funding will be presented to the October Ordinary Meeting
% Budget Expended	10%

Tambo Pool Heating	
Project Status	
Project Scope	Installation of heating system
Progress	Tender for design and construction of a heating system closed early September. It was agreed by assessment team to go back to tender with an emphasis on Solar heating. Tender re-drafted and issued, closes end October 2026. Matter to be further discussed with council
Project Completion	June 2027
% Complete	5%
Budget	$300,000.00
% Budget Expended	0%

Blackall Saleyards	
Project Status	
Project Scope	Renewal of Ramp A and catwalk for Ramp A
Progress	Design and construction tender document drafted. Engineer to review scope to ensure requirements are met. Assessment completed, Tender to be awarded October 2026.
Project Completion	February 2027
% Complete	5%
Budget	$600,000.00
% Budget Expended	1% (Engineering fees)

Tambo Administration Building Repairs - W4Q	
Project Status	
Project Scope	Repairs to building
Progress	Exterior building work completed. New glass reception doors ordered and to be installed from 12 October. Contract for painting has been awarded and will commence in October.
Project Completion	June 2027
% Complete	95%
Budget	$540,000.00
% Budget Expended	95%

Tambo Covered Multipurpose Court	
Project Status	
Project Scope	Design and construct covered court for Tambo Netball Club
Progress	Irrigation for turf complete. Final building approval undertaken on 31.08.2026. Approved. Turf installed. Handover of site to Council by end of October.
Project Completion	September 2026
% Complete	99%
Budget	• $1,225,390.00 - Grant (Tambo Netball) • $300,000 – Council Contribution
% Budget Expended	Under review with Tambo Netball Association. Council budget fully expended.

Blackall Memorial Hall	
Project Status	
Project Scope	Installation of air conditioners and upgrade to a Youth Centre
Progress	Air conditioners to be installed in early October 2026. Request for quote for upgrades is in progress. Electrical works being completed October 2026.
Project Completion	September 2026
% Complete	50%
Budget	• $110,000 – Grant (Airconditioning)
% Budget Expended	4%

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Ensure a safe and healthy environment for communities to live., work and play by providing a safe and healthy workplace where improvement, innovation and initiative are fostered and supported.
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Ensure that asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.

Consultation (internal/external)

Chief Executive Officer, Chief Financial Officer, Director of Organisational Performance, Group Manager Assets and Projects.

Policy Implications - Nil

Budget and Resource Implications - Nil

Attachments

Nil

OFFICER REPORTS	
COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**7.1**
SUBJECT TITLE:	**Purchase of New Plant**
AUTHOR AND OFFICERS TITLE:	Dallas Kowald-Dawson, Fleet Supervisor
AUTHORISING OFFICER:	Shalveen Dayal (Chief Financial Officer), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

1. *Tenders were called for the purchase of 4 base model wagons to replace aging office fleet.*

2. *Tenders were called for the purchase of 3 base model Single cab 4x2 aluminium tray utilities to replace aging fleet.*

3. *Tenders were called for the purchase of 2 base model 4x4 Dual cab aluminium tray and canopy utilities to replace aging fleet.*

4. *Tenders were called for the purchase of 2 base model 4x4 Dual cab steel tray utilities to replace aging fleet.*

Officer's Recommendation:
That Council:

1. **Accept the quotation from South West Ford to supply 4 new Nissan X-Trail wagons for $167,760.00 (ex GST). These vehicles are preferred as they provide value for money, uniformity of plant, uniformity of parts and proven backup service and warranty.**

2. **Accept the quotation from South West Ford to supply 3 new Ford Ranger XL 4x2 single cab utilities for $131,805.00 (ex GST). These vehicles are preferred as they provide value for money, uniformity of plant, uniformity of parts and proven backup service and warranty.**

3. **Accept the quotation from South West Ford to supply 2 new Ford Ranger XL 4x4 Dual cab aluminium canopy utilities for $124,380.00 (ex GST). These vehicles are preferred as they provide value for money, uniformity of plant, uniformity of parts and proven backup service and warranty.**

4. **Accept the quotation from South West Ford to supply 2 new Ford Ranger XL 4x4 Dual cab steel tray utilities for $139,060.00 (ex GST). These vehicles are preferred as they provide value for money, uniformity of plant, uniformity of parts and proven backup service and warranty.**

Background

1. Tenders were received from 5 suppliers, with one supplier tendering 3 different models as listed in the table below. Of the submissions received, the Nissan X-trail tendered by South West Ford is the preferred option because of their value for money, compatibility with Council's existing fleet, established support network and reasonable resale value. These vehicles have been fitted with genuine accessories that are covered by the full manufacturer warranty. South West Ford is a category 3 business as outlined in council's Procurement & Disposal Policy.

Tender	Make	Model	Purchase Price (excl GST)	Warranty	Notes
South West Ford	Nissan	X-Trail	$41,940.00	5 years Unlimited km	Local dealer and Council currently operate this type of vehicle & meets all specifications
Longreach Toyota	Toyota	Rav4 Hybrid		5 years Unlimited km	Local dealer and Council currently operate this type of vehicle & meets all specifications
Black Truck Sales	Mitsubishi	Outlander		5 years 100,000 km	Out of area dealer, different model to what Council operates now
Burdekin Motor Group	Mitsubishi	Outlander		5 years 100,000 km	Out of area dealer, different model to what Council operates now
Tropical Auto Group	Mitsubishi	Outlander		5 years 100,000km	Freight charges will change if all deals are not won
Tropical Auto Group	Kia	Sportage		7 years Unlimited km	No bull bar can be fitted, freight charges will change if all deals are not won
Tropical Auto Group	GWM	Haval		7 years Unlimited km	No bull bar can be fitted, freight charges will change if all deals are not won. No service agents are located within a reasonable distance.

2. Tenders were received from 4 suppliers, with one supplier tendering 2 different models as listed in the table below. Of the submissions received, the Ford Ranger XL 4x2 single cabs tendered by South West Ford is the preferred option because of their value for money, compatibility with Council's existing fleet, established support network and reasonable resale value. These vehicles have been fitted with genuine accessories that are covered by the full manufacturer warranty. South West Ford is a category 3 business as outlined in council's Procurement & Disposal Policy.

Tender	Make	Model	Purchase Price (Less GST)	Warranty	Notes
South West Ford	Ford	Ranger	$43,935	5 years Unlimited km	Local dealer and currently operate this type of vehicle, genuine accessories quoted, heavy duty tray
Longreach Toyota	Toyota	Hilux		5 years Unlimited km	Local dealer and currently operate this type of vehicle, genuine accessories quoted
Tropical Auto Group	Ford	Ranger		5 years Unlimited km	Non genuine accessories quoted, freight charges will change if all deals are not won
Tropical Auto Group	Isuzu	Dmax		6 years 150,000 km	Non genuine accessories quoted, freight charges will change if all deals are not won
Burdekin Motor Group	Isuzu	Dmax		6 years 150,000 km	Out of the local area. Meets criteria

3. Tenders were received from 3 suppliers, with one supplier tendering 2 different models as listed in the table below. Of the submissions received, the Ford Ranger XL 4x4 Dual cab aluminium canopy utilities tendered by South West Ford is the preferred option because of their value for money, compatibility with Council's existing fleet, established support network and reasonable resale value. These vehicles have been fitted with genuine accessories that are covered by the full manufacturer warranty. South West Ford is a category 3 business as outlined in council's Procurement & Disposal Policy.

Tender	Make	Model	Purchase Price (Less GST)	Warranty	Notes
South West Ford	Ford	Ranger	$62,190.00	5 years Unlimited km	Local dealer and currently operate this type of vehicle, genuine accessories quoted, heavy duty tray and canopy
Longreach Toyota	Toyota	Hilux		5 years Unlimited km	Local dealer and currently operate this type of vehicle, genuine accessories quoted
Tropical Auto Group	Ford	Ranger		5 years Unlimited km	Non genuine accessories quoted, freight charges will change if all deals are not won
Tropical Auto Group	Isuzu	Dmax		6 years 150,000 km	Non genuine accessories quoted, freight charges will change if all deals are not won

4. Tenders were received from 3 suppliers, with one supplier tendering 2 different models as listed in the table below. Of the submissions received, the Ford Ranger XL 4x4 Dual cab steel tray utilities tendered by South West Ford is the preferred option because of their value for money, compatibility with Council's existing fleet, established support network and reasonable resale value. These vehicles have been fitted with genuine accessories that are covered by the full manufacturer warranty. South West Ford is a category 3 business as outlined in council's Procurement & Disposal Policy.

Tender	Make	Model	Purchase Price (Less GST)	Warranty	Notes
South West Ford	Ford	Ranger	$69,530.00	5 years Unlimited km	Local dealer and currently operate this type of vehicle, genuine accessories quoted
Longreach Toyota	Toyota	Hilux		5 years Unlimited km	Local dealer and currently operate this type of vehicle, genuine accessories quoted
Tropical Auto Group	Ford	Ranger		5 years Unlimited km	Non genuine accessories quoted, freight charges will change if all deals are not won
Tropical Auto Group	Isuzu	Dmax		6 years 150,000 km	Non genuine accessories quoted, freight charges will change if all deals are not won

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Effective road and street infrastructure investment to accomplish maintenance priorities and development opportunities.

Consultation (internal/external)

Chief Executive Officer,
Chief Financial Officer,
Fleet Supervisor

Policy Implications

Nil

Budget and Resource Implications

1. $167,760.00 excluding GST – included in the Plant Replacement Budget
2. $131,805.00 excluding GST – included in the Plant Replacement Budget
3. $124,380.00 excluding GST – included in the Plant Replacement Budget
4. $139,060.00 excluding GST – included in the Plant Replacement Budget

All items fall within Council's forecast budget for the 2026-2027 financial year.
The total cost is $563,005.00

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	An allocation has been made in the budget	Low
Legal & Regulatory	Low	The quotation process was conducted in accordance with Council's policy.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS	
COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**7.2**
SUBJECT TITLE:	**Tender for Supply and Installation of Works for Qld Funded Kerb and Channeling for Blackall**
AUTHOR AND OFFICERS TITLE:	Maree Prow Quality Assurance Lead
AUTHORISING OFFICER:	Shalveen Dayal (Chief Financial Officer), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Blackall-Tambo Regional Council recently tendered for the Work for Queensland funded Supply and Install of Kerb and Channelling for Blackall, with tenders having closed at 2pm on Monday 21st of September. There was one submission received.

Officer's Recommendation:
That Council award the tender for the Work for Queensland funded, Supply and Install of Work for Qld funded Kerb and Channelling in four Blackall streets, being Bedford, St Andrews, Myrtle and Violet for $402,970.43 (ex GST) and excludes all demolition and the removal and replacement of unsuitable subbase. NQES Industries Pty Ltd provides the best value for money and is a proven supplier.

Background

Blackall-Tambo Regional Council recently undertook a public tender process for the supply of Kerb & Channelling for four (4) Blackall streets being Bedford, St Andrews, Myrtle and Violet for a total of 740 meters with the project being Work for Qld funded. The tender for the supply of kerb and channelling in the four Blackall streets in the Blackall-Tambo Regional Council was conducted in accordance with section 228 of the Local Government Regulation 2012. Tenders closed on the 21st of September 2026 at 2pm.

The request for tender was posted on vendor panel with one (1) submission received.

Following a thorough assessment process, the evaluation panel determined that NQES Industries Pty Ltd offered the best value for money and are a proven supplier to Blackall-Tambo Regional Council.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Ensure that asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.
Financial Strength, Infrastructure & Projects - Effective road and street infrastructure investment to accomplish maintenance priorities and development opportunities.

Consultation (internal/external)

Director Organisational Performance
Group Manager Roadworks

Policy Implications

Nil

Budget and Resource Implications

Budget allocation.

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Budgetary allowance	Low
Legal & Regulatory	Low	The tender was conducted in accordance with the Local Government Regulation 2012, Council's Procurement and Disposal Policy.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	The tender was open and transparent.	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

There is no adverse risk to Council as the supplier has a proven work history with Council.

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**7.3**
SUBJECT TITLE:	**Tender for Design and Construction Ramp A and Catwalk at the Blackall Saleyards**
AUTHOR AND OFFICERS TITLE:	Kaylene Sloman Group Manager of Assets, Special Projects and Governance
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer), Shalveen Dayal (Chief Financial Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Council received five (5) tender submissions for the design and construction of Ramp A and Catwalk at the Blackall Saleyards. A panel has completed the assessment of tenders and recommended preferred supplier.

Officer's Recommendation:
That Council: Accept the Tender from PF Install Solutions Pty Ltd to design and construct Ramp A and Catwalk for the Blackall Saleyards as the preferred supplier for $388,907.48 (ex GST).

Background

Tenders were received from five (5) suppliers, after going to open market on vendor panel for the design and construction of Ramp A and Catwalk at the Blackall Saleyards.

The scope of works includes the demolition, design, supply and construction of Ramp A and associated new catwalk. It includes the provision of all materials, plant, equipment, engineering design services, supervision, certifications, approvals, and associated works necessary.

The works must be completed within the shutdown period between 7 December 2026 and 3 February 2027.

The assessment panel recommend that PF Install Solutions Pty Ltd are the preferred supplier because they provide best value for money. In addition, the supplier has proven experience of delivering projects at the Blackall Saleyards with post construction support and service. The supplier provided a competitive quote which includes local content utilising local contractors and services in the project. The tender assessment took into account price, qualifications and experience, local content and workplace health and safety considerations.

The 5 tender submissions are detailed below.

Tenderer	Price (Ex GST)	Notes
PF Install Solutions Pty Ltd	$388,907.48	Best value for money and after construction support.
Andko Pty Ltd	N/A	Unsuccessful
DM Composites Pty Ltd	N/A	Unsuccessful
Queensland Trade Supplies T/A Longreach Engineering	N/A	Unsuccessful
Holemob Pty Ltd T/A Argyle Engineering	N/A	Unsuccessful

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Ensure that asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.
Financial Strength, Infrastructure & Projects - Effective road and street infrastructure investment to accomplish maintenance priorities and development opportunities.

Consultation (internal/external)

Chief Executive Officer,
Chief Financial Officer,
Director of Organisational Performance,
Group Manager Assets and Projects,
Accountant,
Saleyards Manager.

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Allocation of funds approved in budget.	Low
Legal & Regulatory	Low	Tender was done in accordance of Council's policy.	Low
People	Low	Nil	Nil
Operational	Medium	Nil	Nil
Environmental	Medium	Nil	Nil
Strategic	Medium	Nil	Nil
Ethical	Low	Nil	Nil
Reputation	Low	Nil	Nil
Leadership	Low	Nil	Nil

Proposed Risk Treatment

Nil

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

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23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**8.1.1**
SUBJECT TITLE:	**Small Business Action Plan**
AUTHOR AND OFFICERS TITLE:	Jaimee-Lee Prow Director of Lifestyle and Community
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The attached ***Small Business Action Plan 2026-2027*** has been developed to meet Council's commitments under the Small Business Friendly Council Program and outlines a range of initiatives aimed at strengthening support for local businesses across the Blackall-Tambo Region.

A key action proposed is the development of a ***"Working with Council Guide"***, designed to improve understanding of Council procurement processes, legislative requirements and contractor obligations. The guide responds directly to feedback from local businesses seeking greater clarity around opportunities to work with Council and is intended to encourage increased participation by local suppliers and contractors. Council endorsement is sought to adopt and submit the Action Plan and support implementation of its identified initiatives.

Officer's Recommendation:
That Council:

1. **Adopt the Blackall-Tambo Regional Council Small Business Action Plan 2026-2027 as presented and endorse the submission of the Action Plan to the Small Business Friendly Council Commission; and**

2. **Support the development and publication of the "Working with Council Guide" as a key initiative of the 2026-2027 Action Plan.**

Background

The Blackall-Tambo Regional Council is recognised as a Small Business Friendly Council and, as part of its ongoing commitment to the Small Business Friendly Council Program, is required to develop and submit an annual Small Business Action Plan that outlines initiatives to support and strengthen the local small business sector.

The 2026-2027 Small Business Action Plan has been developed to continue Council's commitment to creating a business-friendly environment, fostering stronger relationships with local enterprises, and improving opportunities for businesses to engage with Council. The proposed actions focus on continuing to strengthen business networks, improving access to information, increasing business capability, and encouraging greater participation in Council-led opportunities. (Please see attached Small Business Friendly Action Plan document).

A key initiative identified within the Action Plan is the development of a ***"Working with Council Guide"***, designed to provide clear and practical information for businesses interested in supplying goods and services to Council. The guide has been informed by feedback from local business owners who have identified a lack of understanding around Council procurement processes, legislative obligations and contractor requirements as a barrier to doing business with local government. By providing this information in an accessible format, Council aims to improve transparency, build confidence and encourage greater participation by local businesses in Council procurement opportunities. The information outlined in the guide has also been consulted with by the Corporate Governance Team. (The attached draft guide has been prepared for consideration and will be refined prior to publication.)

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Ensure a safe and healthy environment for communities to live, work and play by providing a safe and healthy workplace where improvement, innovation and initiative are fostered and supported.
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.
Operational & Governance Excellence - Deliver assistance with support and excellence and understanding.
Operational & Governance Excellence - Provide each customer with an individual focused experience.
Operational & Governance Excellence - Ensure best practice in corporate governance.
Financial Strength, Infrastructure & Projects - Commit to keeping the communities informed about activities, performance and employing robust policies and procedures to ensure legislative compliance and organisational integrity.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.

Lifestyle & Community
Building a more engaged & connected region as a whole.
Deliver effective community information, communication & education programs to encourage participation in Council business & to enhance the region's livability.
Ongoing advancement & promotion of the Blackall-Tambo region.
Work with peak bodies & representative groups to action initiatives that foster local businesses & generate local jobs.
Support for businesses in the region.

Consultation (internal/external)

Chief Executive Officer
Councillors
Mayor
Director of Lifestyle and Community
Director Organisational Performance
Group Manager Assets, Special Projects & Governance
Group Manager of Corporate Services, Assets and Projects
Group Manager People Culture and Safety
Neighbourhood Centre Coordinator
Tourism Officer

Policy Implications

Nil

Budget and Resource Implications

The actions contained within the Small Business Action Plan will be delivered within existing operational budgets and allocated departmental resources.

The development and publication of the Working with Council Guide is anticipated to be accommodated within existing budget allocations.

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Within budget allocations	Low
Legal & Regulatory	Low	Compliant with requirements contained within the Local Government Act 2009, Local Government Regulation 2012	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Strengthens Council's reputation as a Small Business Friendly organisation	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Risks will be managed through clear allocation of responsibilities, regular monitoring of Action Plan deliverables, ongoing engagement with local businesses and periodic review of ***Working with Council Guide*** to ensure information remains current, accurate and aligned with Council policies and legislative requirements.

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

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23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

1. Small Business Friendly Action Plan 2026-2027 [**8.1.1.1** - 8 pages]
2. Working with Council A Guide for Suppliers 2026 [**8.1.1.2** - 14 pages]

Small Business Friendly Action Plan

2026-2027

Blackall-Tambo Regional Council

Small Business Friendly

OUR REGION

The Blackall-Tambo Region covers more than 30,000 square kilometres in the heart of Queensland's Outback and is home to the communities of Blackall, Tambo and the surrounding grazing districts.
Built on a strong agricultural foundation, our region is known for its resilient businesses, welcoming communities and entrepreneurial spirit.
Local small businesses play a vital role in supporting employment, services, industry, and community wellbeing.
As our region continues to grow and diversify, Council is committed to working alongside local businesses to create opportunities, address challenges and support a thriving and sustainable regional economy.

Learn more about opportunities for small businesses in the Blackall-Tambo region by visiting our website www.btrc.qld.gov.au

SMALL BUSINESS ACTION PLAN

THE SMALL BUSINESS ENVIRONMENT

Challenges:

- Understanding Council processes and requirements, including permits, approvals, procurement and licensing.
- Access to suitable business or industrial space
- Access to capital investment for aging or inaccessible commercial properties, signage and business infrastructure.
- Town centre and streetscape amenity impacting pedestrian activity and the appeal of local business areas.
- Access to local business networks.
- Workforce attraction and retention.
- Digital capability, suitability and confidence in adopting and using technology.
- Access to relevant skills development.
- Limited time and capacity within small and owner-operated businesses.

Opportunities:

- Activating vacant and underused commercial spaces and land.
- Targeted support and co-investment grants.
- Attracting new and sustainable industries.
- Community-led support for local businesses, including shop-local initiatives and practical help for owner-operators to improve spaces.
- Clearer directional signage and advertising to help identify local businesses and areas.

OUR SMALL BUSINESS FRIENDLY COMMITMENT

Blackall-Tambo Regional Council will support the growth and development of local small businesses by:

- Listening to local businesses and working together.
- Improving the way Council shares information and opportunities.
- Growing business networks and connections.
- Supporting business capability and workforce development.
- Supporting business investment and town centre renewal.
- Activating available business space and opportunities for new industry.

HOW WE WILL MAKE THIS HAPPEN

- Continue engaging with small businesses, including a Small Business Survey within the first six months.
- Use feedback from businesses to test whether the challenges and opportunities identified in this plan reflect current business needs.
- Develop practical actions that are realistic, affordable and within Council's influence.
- Engage external support as needed.
- Track progress using clear and simple measures.
- Share progress with the business community.
- Continue listening and adapting as business needs and opportunities change.

WHAT ARE OUR OBJECTIVES? (Deliverables)	**WHAT WILL WE DO?** (Actions)	**WHO IS INVOLVED?** (Lead and partners)	**WHEN WILL IT BE DONE?** (Timeline)	**HOW WILL WE MEASURE SUCCESS?** (Key Performance Indictors)
1. Better access to small business information	1.1 Review and improve the information relevant to local business available on Council's website, including planning, licensing, permits, grants, funding and procurement.	Council - Small Business, Procurement, Environmental Health, Administration, Finance, Assets, Development and Planning	July 2026-December 2026	• Relevant small business information reviewed and updated by 31 December 2026.
	1.2 Publish the *Doing Business with Council* guide to help local businesses understand procurement and supplier opportunities.	Council - Small Business, Procurement, Finance, Policies, Administration	September 2026	• Guide published online, distributed to local businesses, and promoted through channels by 30 September 2026.
	1.3 Provide a clear point of contact for small businesses seeking assistance to navigate Council processes.	Council - Small Business, Administration	2026-2027	• Business support contact displayed on Council's website. • Clear understanding of this person's role within the small business community, and within Council administration.
	1.4 Identify common regulatory or process barriers raised by businesses and review opportunities to simplify or improve them.	Council - Local Businesses	2026-2027	• At least 2 identified barriers to process or information access reviewed and appropriate actions taken.

WHAT ARE OUR OBJECTIVES? (Deliverables)	**WHAT WILL WE DO?** (Actions)	**WHO IS INVOLVED?** (Lead and partners)	**WHEN WILL IT BE DONE?** (Timeline)	**HOW WILL WE MEASURE SUCCESS?** (Key Performance Indictors)
2. Improve Communication and Networking	2.1 Undertake a Small Business Survey within the first six months to understand current business needs and priorities.	Council - Local Businesses	By February 2027	• Survey completed and findings reported.
	2.2 Establish regular communication with local businesses to share Council information, opportunities, grants, events and relevant updates.	Council - Local Businesses	2026-2027	• Business communication channels established and maintained.
	2.3 Continue to support connections between local businesses, Chambers of Commerce and relevant industry organisations.	Council - Local Businesses - External Organisations	2026-2027	• At least 2 networking or similar opportunities provided and promoted by June 2027.
	2.4 Provide opportunities for businesses to engage directly with Council through consultation, events and the Small Business Officer.	Council	2026-2027	• At least 2 engagement activities provided and promoted by June 2027.
	2.5 Promote local business awards, events and success stories.	Council and business community	2026-2027	• 2027 Small Business Awards • Local achievements promoted through Council channels.

WHAT ARE OUR OBJECTIVES? (Deliverables)	**WHAT WILL WE DO?** (Actions)	**WHO IS INVOLVED?** (Lead and partners)	**WHEN WILL IT BE DONE?** (Timeline)	**HOW WILL WE MEASURE SUCCESS?** (Key Performance Indictors)
3. Build business capability and workforce capacity	**3.1** Identify priority training and skills needs through business engagement and the Small Business Survey.	Council - Local Businesses	By February 2027	• Survey completed and findings reported.
	3.2 Connect businesses with relevant training, digital support and external programs.	Council - Local Businesses - External Training Providers	2026-2027	• At least 4 training, educational, or capacity building activities promoted and provided by June 2027.
	3.3 Gather information on workforce challenges and capacity-gaps affecting local businesses.	Council - Local Businesses - External Organisations	2026-2027	• Workforce and other capacity priorities identified and reported by June 2027.
	3.4 Identify opportunities to support businesses to improve commercial premises, signage and business infrastructure.	Council and business community	2026-2027	• Review of Small Business Survey data to identify priority grant or investment areas within 60 days of survey closing. • Delivery of at least 1 grant or investment program to address these priorities by June 2027.
	3.5 Consider business needs when planning town centre, streetscape and community amenity improvements.	Council	2026-2027	• Local business consulted and considered in relevant projects and planning.

WHAT ARE OUR OBJECTIVES? (Deliverables)	**WHAT WILL WE DO?** (Actions)	**WHO IS INVOLVED?** (Lead and partners)	**WHEN WILL IT BE DONE?** (Timeline)	**HOW WILL WE MEASURE SUCCESS?** (Key Performance Indictors)
4. Grow local business for the future	4.1 Improve understanding of vacant and underused commercial and industrial spaces across the region.	Council and property owners	By February 2027	• Survey of all available commercial land or properties within the Tambo and Blackall townships completed by April 2026. • Promotion of opportunities for business underway by June 2027.
	4.2 Explore opportunities to activate vacant and underused business spaces.	Council, businesses and community	2026-2027	• Activation opportunities identified and presented to community and Council by June 2027/
	4.3 Promote Blackall-Tambo's strengths and opportunities to support business investment and attract new industries.	Council and industry partners	2026-2027	• Ongoing promotion of investment and industry opportunities through suitable pathways.
	4.4 Explore targeted grants or co-investment opportunities to support business investment, sustainability and town centre renewal.	Council and funding partners	2026-2027	• Funding opportunities identified and, where appropriate, pursued.
	4.5 Improve business signage and opportunities to promote local businesses without creating visual clutter.	Council and business community	2026-2027	• Signage and promotional opportunities reviewed, and where suitable a plan presented to Council.

WHAT DO WE HAVE / NEED?

Blackall-Tambo Regional Council will use existing Council resources and budget planning to deliver the actions in this plan. Where appropriate, Council will work with local businesses, the Tambo Tourism and Business Association, industry organisations and government agencies to provide support and access to opportunities.
External grants, funding programs and other support will be pursued where they align with local business needs and Council priorities.

HOW WILL WE CHECK PROGRESS?

Progress will be reviewed throughout the year against the actions and measures identified in this plan. Council will use feedback from local businesses, including the Small Business Survey planned within the first six months, to assess what is working, what is not and where priorities may need to change.
Progress will be reported at the end of the financial year, with the Action Plan reviewed and updated for the following year.

SMALL BUSINESS FRIENDLY COUNCIL

Blackall-Tambo Regional Council is committed to working alongside local businesses to understand their needs and support them to grow and succeed. In November 2024, Council signed the Small Business Friendly Charter with the Queensland Small Business Commissioner, becoming the 51st Queensland council to join the Small Business Friendly Program. This Action Plan builds on that commitment to listen, support and improve.

The Small Business Action Plan 2026–2027 is a practical commitment to support local businesses, improve the way Council works with business and create opportunities for future growth.

Council will continue listening to local businesses, working with our community and adapting our actions as needs and opportunities change.

Have an idea, issue or opportunity to share? Contact Council's Small Business Officer or your local Councillor or office.

Blackall-Tambo Regional Council
Office (07) 4621 6600
btrc.qld.gov.au/business-planning-and-development

Small Business Officer
0460 033 701
business@btrc.qld.gov.au

Find out more
Small Business Friendly Program
www.qsbc.qld.gov.au/sbf-program

Blackall-Tambo Regional Council
Small Business Friendly

Blackall-Tambo
Regional Council

Working with Council

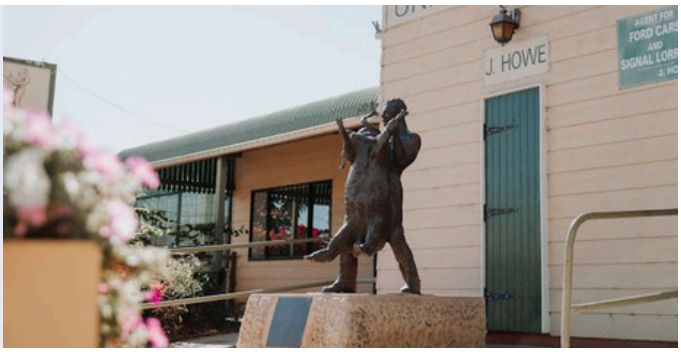
A Guide for Suppliers

Small Business Friendly Council
2026-2027

Blackall-Tambo Regional Council

Small Business Friendly

Growing Your Business



About the Blackall-Tambo Region

The Blackall-Tambo Region is located in the centre of Queensland, approximately 600kms inland from Rockhampton and spanning more than 30,000 square kilometres. The region is anchored by the townships of Blackall and Tambo and is home to around 1,900 residents.

This region is the heart of Queensland's pastoral country. Growing industries include beef production, wool processing, manufacturing, transport, renewable energy, and tourism, creating demand for trades, hospitality, retail, housing and professional services.

Blackall-Tambo Regional Council supports the region through the delivery of:

- Road, transport and civil infrastructure
- Water, wastewater and waste management
- Parks, libraries and community facilities
- Planning, building and regulatory services
- Biosecurity, economic and tourism development

As one of the region's largest purchasers of goods and services, Blackall-Tambo Regional Council is also committed to supporting local businesses and providing fair, transparent procurement opportunities wherever possible.

Small Business Friendly Council

Council is a proud member of the Queensland Small Business Commissioner's Small Business Friendly Program, ensuring small businesses are supported to thrive through better communication, a consistent framework and approach, and initiatives that grow business sustainability. Find out more via our website www.btrc.qld.gov.au/Business/Small-Business-Friendly-Council

About this Guide

This guide is intended as a resource to assist businesses who wish to supply goods and/or services to Council. It aims to cover basic information and answer frequently asked questions.

For more information, contact our offices (07) 4621 6600 or email business@btrc.qld.gov.au

Our Corporate Plan

The Corporate Plan is central to how Blackall-Tambo Regional Council sets its strategic direction. It provides a five-year focus for annual budget planning and drives the Operational Plan adopted by Council each financial year.

Understanding Council's planning framework can help businesses identify upcoming projects, procurement opportunities and areas of future investment.

Council's key planning documents include:

- **Corporate Plan (5 Years)** – Sets Council's long-term vision and strategic priorities.
- **Annual Budget (1 Year)** – Allocates funding to projects, services and capital works.
- **Operational Plan (1 Year)** – Outlines the projects, activities and services to be delivered.
- **Procurement & Tender Opportunities (Throughout the Year)** – As projects and services are delivered, Council may engage local businesses through quotations, tenders and other procurement processes in accordance with its Procurement Policy.

For businesses and suppliers, understanding Council's long-term priorities can help identify future procurement and partnership opportunities.

Regulation Requirements for Purchasing

Blackall-Tambo Regional Council is committed to conducting procurement in a fair, transparent and accountable manner. All purchases of goods, services and works are undertaken in accordance with the *Local Government Act 2009,* the *Local Government Regulation 2012* and Council's Procurement Policy www.btrc.qld.gov.au/Council/Governance/Policies

In addition to other statutory requirements stipulated in the Act and Regulation, Council must comply with the Sound Contracting Principles when acquiring goods, services and contracted works being:

Value for money | **Open and effective competition** | **The development of competitive local business and industry** | **Environmental protection** | **Ethical behaviour and fair dealing**

How We Procure Goods and Services

For procurement of all goods and services, refer to legislative thresholds and probity.

Quotations

Council operates under a hybrid structure for requests for written quotations. Requests for quotations may come from any of our employees and may be verbal or written. This request may be in the form of an email, in store, online or via VendorPanel outlining the quotation requirements.

Invitation to Tender

A Request for Tender (RFQ) is a formal procurement document issued to receive tenders for the supply of goods, services, or the carrying out of works. Refer to section 'Tendering' for more information on this process.

Register of Pre-Qualified Suppliers

A Register of Pre-Qualified Supplies (RPQS) is considered a panel contract where a list of potential suppliers is established for the purchase of goods and/or services following a tender process.

Suppliers on a panel may be requested to provide written quotes or tenders. While we encourage the use of VendorPanel, you may receive emails from employees outlining quotation or proposal requirements. While under a Panel, Council is unable to provide a guarantee or representation as to the volume of orders to be issued.

Local Government Association Arrangement

Local Government Association (LGA) Arrangements established by the Local Government Association of Queensland, or company associated with LGAQ for Council to procure goods or services under collectively negotiated terms, such as Local Buy.

Expression of Interest

An Expression of Interest (EOI) is to seek an indication of interest from potential suppliers who can provide particular goods or services. An EOI is often used as a screening process in the early stages of a procurement to generate a shortlist for a closed RFT process.

Other Exceptions

Council may purchase goods, services, or the carrying out of works under other exceptions as defined in the Regulation such as sole suppliers, specialised suppliers, emergency works, auction or second-hand goods or under an agreement with a Government agency.

Legeslative Thresholds and Probity

Legislative Thresholds

Chapter 6 of the *Local Government Regulation 2012*, defines the requirements pertaining to procuring goods, services and contracted works. The Regulation defines when Council must first invite written quotes or tenders and includes definitions for medium-sized contractual arrangements and large-sized contractual arrangements and what exceptions apply.

Medium-Sized Contractual Arrangements

When an exception does not apply, Council must attempt to seek at a minimum three (3) written quotations and if accepted, Council must accept the quote that is most advantageous, having regard to the sound contracting principles.

Large-Sized Contractual Arrangements

Council cannot enter into a large-sized contractual arrangement without first inviting written tenders for the contract, unless an exception applies.

Exceptions for Medium-Sized and Large-Sized Contractual Arrangements

The Regulation also allows Council to enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes when using an exception for:

- RPQS
- LGA Arrangement, such as Local Buy; and
- Other exceptions as defined in the Regulation.

Probity

Probity is the process of having strong moral principles, including conducting business ethically and fairly. All procurement activities must be clear, open, well understood and applied equally to all parties who are engaged in the process.

When conducting a procurement activity, Council must act to ensure:

- Fair and impartial behaviour
- Accountability and transparency
- Lawful behaviour
- Adequate management of conflicts of interest; and
- Security of commercially sensitive and confidential information

Purchasing Requirements

Purchase Orders

The following information will be provided on BTRC's purchase orders:

- Purchase order number
- Date
- Description of goods or service
- Quantities of the goods or services
- Price
- Required delivery date
- Delivery address
- Any special instructions
- The name of the Council officer requesting the goods or service; and
- Terms and conditions (whether that is under a contract or purchase order standard conditions).

If a purchase order is incorrect or incomplete, please contact the Council representative immediately, prior to commencing any work or providing any goods.

All procurement of goods and services will produce a purchase order.

Suppliers **must not** commence procurement until such time as a purchase order has been received.

Goods Delivery

All goods supplied to Council must be clearly labelled with the correct address and preferably the officer requesting the goods. A delivery docket must be provided with the goods and must include the following:

- Purchase order number
- Delivery address
- Council officer's name; and
- Description of goods and quantity.

Insurances

For Council, typical requirements are:

- $20M Public Liability
- $5M Professional Indemnity; and
- Workers' Compensation (or equivalent).

Council can request copies of insurances at any time prior to or during an engagement.

Suppliers are to ensure they maintain current coverage.

Where a supplier does not hold and maintain insurance coverage, Council has the right to refuse to engage, as well as review any current contracts or engagements in place.

Payment Terms

Payment

Methods of payment for goods and services include the following:

- Invoices (preferred); and
- Corporate credit cards (limited use).

The Accounts Payable Team's role is to pay authorised invoices in accordance with Council's standard payment terms. Simply sending an invoice to Accounts Payable or your Council officer, does not guarantee payment.

Invoicing

Where to send invoices:

All invoices and accounts for payment are to be emailed to: admin@btrc.qld.gov.au

Invoicing requirements:

When an invoice is received, Accounts Payable will check its validity, ensuring the invoice is compliant under the Tax Act, and includes:

- The words 'Tax Invoice'
- The supplier's identity
- The supplier's Australian Business Number
- A brief description of what is invoiced including the quantity and price
- The total GST amount; and
- Date of issue.

Payment Terms

What are Council's payment terms?

Council will make payment within 21 days of receipt of a valid tax invoice. Suppliers can also provide a monthly statement to ensure accurate reconciliation of outstanding invoices. Exceptions to standard payment terms may be considered upon request.

Tendering

Tendering Process

What is an RFT?

An RFT is a formal procurement document that is issued to the open market to receive tenders for the supply of goods, services, or the carrying out of works for large-sized contractual arrangments.

How RFT opportunities are advertised

Under the Regulation, an RFT is required to be advertised for a minimum of 21 days.
Council advertises tenders as follows:

- Council's website www.btrc.qld.gov.au/tenders; and
- VendorPanel www.vendorpanel.com.au/publictenders

Council uses VendorPanel for all RFT processes. VendorPanel is an e-tendering solution used to streamline the RFT process.
You can register your business with VendorPanel www.vendorpanel.com.au /marketplace.aspx to receive invitations, download tender documents, seek clarification using the forum and lodge electronic tender responses.

RFT documentation

Council's RFT document includes:

Section 1 - Invitation to Tender
A formal communication released to the market to invite offers for a transaction.

Section 2 - Specification / Scope of Works
There are various types of specifications that are used to define the requirements and standards for a product, service or works. Specifications may include requirements in relation to design, performance, function, deliverables, materials, process, testing, safety and environment.

Section 3 - Submission Documents
Documents to be submitted by Tenderers, including Tenderer Offer Form (returnable schedules), Pricing Schedule / Schedule of Rates, responses to evaluation criteria, copies of insurances and required licences, Work Health and Safety and Environmental checklists and other documentation as required.

All mandatory documentation requested in the RFT must be provided, otherwise tenders may be deemed non-conforming and will not be evaluated further.
Tenderers who exceed the minimum requirements may receive higher evaluation.

Clarification during advertising

In circumstances where information provided in an RFT is open to interpretation or is not readily understood, clarification or information may be requested.
All requests during the advertising period must be submitted via VendorPanel or other approved methods such as email.
Responses will be provided via VendorPanel.

Meetings

A pre-tender briefing (or mandatory site visit) may be required depending on the complexity of the procurement.

Tenderers are expected to attend the pre-tender briefing when it is convened. Council reserves the right to require attendance at a pre-tender briefing as a condition of tendering.

The RFT will state whether a briefing is mandatory or optional.

The pre-tender briefing is chaired by a member of the Projects team. The Chair will ensure any questions and answers are recorded for formal distribution via VendorPanel to all prospective tenderers.

If a mandatory site visit is requested in the RFT, tenderers who fail to attend will be regarded as non-conforming and their responses will not be further evaluated.

Evaluation

Upon receipt of conforming tenders, the appropriate Council Officer will facilitate the evaluation of offers by a panel of technical experts. The offers are evaluated against the criteria and weightings shown in the RFT, in accordance with the Sound Contracting Principles.

An evaluation meeting is chaired by an officer of Council for the panel to reach consensus on a preferred tenderer for award in accordance with the Procurement Policy.

All tenderers will be notified of the outcome via VendorPanel and/or email and are welcome to contact the Projects team for feedback via admin@btrc.qld.gov.au.

In accordance with Section 237 of the *Local Government Regulation 2012*, contracts awarded with a value greater than $200,000 (ex GST) will be published on the Council's website https://www. btrc.qld.gov.au/Tenders

Contract Award

Proposed contract conditions may be included as part of the RFT. However, tenderers may request departures to the Contract Conditions as part of their offer, for consideration.

End to end process for an RFT activity will depend on complexity.

Register Your Interest

Interested in working with us?

Suppliers interested in supplying goods and services to Council are encouraged to contact Council via email admin@btrc.qld.gov.au or call (07) 4621 6600 to speak to one of our team.

How to Register

Businesses interested in supplying goods or services to Council are encouraged to register with **VendorPanel Marketplace**, Council's online procurement platform.

Registering with VendorPanel enables businesses to receive notifications of relevant quotation and tender opportunities and submit responses online.

Council also maintains a number of prequalified supplier arrangements in accordance with the requirements of its Procurement Policy. Opportunities to join these supplier arrangements are advertised publicly when they become available.

Where goods or services fall outside Council's prequalified supplier arrangements, procurement opportunities may be released to the open market through VendorPanel, allowing registered businesses to submit quotations or tender responses.

For procurement enquiries, contact Council's Procurement Team at tenders@btrc.qld.gov.au

VendorPanel Marketplace

What is VendorPanel Marketplace?

VendorPanel Marketplace is a free online portal designed to connect suppliers with buyers from Queensland and local governments and government owned corporations.

How to Register

Follow the steps below to create your free business profile in VendorPanel Marketplace:

1. Go to VendorPanel Marketplace www.vendorpanel.com.au/Marketplace.aspx
2. Search and select your supply categories
3. Register as a supplier and request invitation
4. Receive a 'get started' email from the VendorPanel system
5. Verify your account using the link in your 'get started' email, then follow the prompts to complete the registration.

Once registered, you will receive notifications of public tenders for the supply categories and regions of service selected during your registration.

It is recommended you register into all supply categories (Marketplace Lists) that match your capability to maximise visibility of tender opportunities.

Health, Safety and Environment

When suppliers are engaged to work on a Council site, both the Supplier and Council employees have a primary Duty of Care under the *Work Health and Safety Act 2011 (QLD)* to ensure the health and safety of workers, so far as is reasonably practicable.

Blackall-Tambo Regional Council Obligations

Council must:

- Ensure suppliers have safe system of work in place
- Induct suppliers to the site(s) they will be working in; including incident reporting process, site rules, expectations, etc
- Include suppliers into pre-start meetings (for construction).
- Communicate all hazards on site and the current controls; including processes, procedures, etc.
- Oversee supplier work to ensure correct controls and practices are being utilised

It is critical for Council to ensure all suppliers work in accordance with their procedures at all times through compliance activities such as site inspections and audits.

Suppliers Obligations

The supplier must:

- Demonstrate compliance in accordance with Council's mandatory Work Health and Safety requirements prior to undertaking works for Council.
- Ensure all employees of the contractor complete the BTRC Online Induction Process prior to commencement of work
- Report all workplace incidents to the responsible person immediately
- Ensure that all work performed on behalf of Council is conducted safely in accordance with legislative requirements and company procedures
- Actively participate in Council's induction process
- Adhere to all Council's site rules
- Sign in and out of Council sites, if applicable
- Actively participate in site inspections conducted by the responsible officer of the Contract, Preferred Supplier Arrangement or other works generated by quote
- Follow any reasonable direction from Council for the safe completion of works.

The supplier, as an organisation, must meet and actively demonstrate their obligations and responsibilities under the *Work Health and Safety Act 2011 (QLD)* and the *Work Health and Safety Regulation 2011 (QLD)*, at all times while performing works on behalf of Council.

Small Business Friendly Council

Blackall-Tambo Regional Council is committed to working alongside local businesses to understand their needs and support them to grow and succeed.
In November 2024, Council signed the *Small Business Friendly Charter* with the Queensland Small Business Commissioner, becoming the 51st Queensland council to join the Small Business Friendly Program.

The **Small Business Action Plan 2026–2027** is a practical commitment to support local businesses, improve the way Council works with business and create opportunities for future growth.

You can view a copy of the plan via the Council website, or by contacting one of our local offices.

Council will continue listening to local businesses, working with our community and adapting our actions as needs and opportunities change.

Have an idea, issue or opportunity to share? Contact Council's Small Business Officer or your local Councillor or office.

Blackall-Tambo Regional Council
Office (07) 4621 6600
btrc.qld.gov.au/business

Small Business Officer
0460 033 701
business@btrc.qld.gov.au

Find out more
Small Business Friendly Program
www.qsbc.qld.gov.au/sbf-program

Blackall-Tambo Regional Council

Small Business Friendly

Blackall-Tambo
Regional Council

OFFICER REPORTS	
COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**8.1.2**
SUBJECT TITLE:	**Community Grants Assessment**
AUTHOR AND OFFICERS TITLE:	Glenys Einam Group Manager - Community Access & Infrastructure
AUTHORISING OFFICER:	Jaimee-Lee Prow (Director of Lifestyle and Community), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Round 1 of the 2026-2027 Community Grants Program attracted 13 applications from community groups and organisations across the Blackall-Tambo Region. Following assessment by the Grants Panel on 7 October 2026, eleven applications are recommended for approval, with a total funding allocation of $59,807.93, leveraging community co-contributions to deliver projects and activities with a combined community value of $223,838.86.

Officer's Recommendation:
That Council endorse the Community Grants Program Assessment Panel's recommendations and approve funding of $59,807.93 under Round 1 of the 2026-2027 Community Grants Program to the eleven (11) successful applicants as detailed in this report.

Background

Applications were invited for the First round of Community Grants Program Financial Assistance funding for the 2026-2027 year with applications closing on 31st August 2026. The Panel met on 7 October 2026 to assess the applications.

Due to the urgency of dates for projects, Council has prepared the report to be considered at this month's Council Meeting.

The Panel assessed thirteen (13) applications that were submitted by community groups and organisations that service the Blackall-Tambo Region.

Upon assessment, the Panel recommends the following eleven (11) successful and eligible applications to be endorsed by Council:

- The Anglican Church of Barcoo submitted an application for funding in the amount of $2,500.00 to support the proposed Annual Christmas Tree Festival to be held from 22-29/11/2026.

- The Barcoo Amateur Racing Club submitted an application for funding in the amount of $10,000.00 for Blackall Racecourse Event Activation and Equipment Blackall Beef Producer's Race Day 2026.

- The Blackall Bowls Club submitted an application for funding in the amount of $3,830.00 to support the proposed 'Keeping Our Community Cool: Blackall Bowls Club Facility Upgrade' to be completed by 28-02-2027.

- The Blackall Cultural Association Inc – Bushmans Gallery, submitted an application for funding in the amount of $1,455.00 to support the proposed Melbourne Cup Event to be held on 03-11-2026.

- The Blackall State School P & C submitted an application for funding in the amount of $15,000.00 to support associated event costs for the proposed Blackall State School 150th Anniversary Celebrations to be held in August 2027.

- The Longreach School of Distance Education P & C (Blackall-Tambo towns based) submitted an application for funding in the amount of $5,000.00 to support the proposed 'From the Bush to the Big Stage 2026', to be held from 01-08-2026 to 06-12-2026.

- The QCWA Branch – Tambo submitted an application for funding in the amount of $4,968.00 to support the proposed Tambo SQUIGL Club to be held from 01/01/2027 to 01-12-2027.

- The St Patricks Catholic Parish Blackall submitted an application for funding in the amount of $1,960.00 to support the proposed St Patricks Christmas Fete - Laser Skirmish to be held from 21-28-11-2026.

- The Tambo Arts Council submitted an application for funding in the amount of $3,422.00 for the Gallery System Fit Out.

- The Tambo & District Polocrosse Club Inc submitted an application for funding in the amount of $4,572.93 for fencing of the polocrosse fields.

- The Tambo Swimming Club Inc submitted an application for funding in the amount of $7,100.00 to support the proposed Tambo Swimming Club Coaching and Inter-club Carnival to be held from Feb-March 2027.

In total, a proposed allocation of $59,807.93 for Round 1 of 2026-2027 Community Grants Program be awarded to successful applications. With the co-contributions from the Community Groups and organisations, these successful projects will deliver a total community value of $223,838.86.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Community, Environment & Heritage - Support the communities' long-term vision and strategic outcomes through ongoing engagement.
Community, Environment & Heritage - Consider and protect the heritage value of buildings and places in all new developments.
Operational & Governance Excellence - Ensure a safe and healthy environment for communities to live, work and play by providing a safe and healthy workplace where improvement, innovation and initiative are fostered and supported.

Lifestyle & Community
Building a more engaged & connected region as a whole.
Enhancing our tourism experiences and opportunities.
Ongoing advancement & promotion of the Blackall-Tambo region.
Work with peak bodies & representative groups to action initiatives that foster local businesses & generate local jobs.
Support for businesses in the region.

Consultation (internal/external)

Councillors
Director of Lifestyle and Community
Neighbourhood Centre Coordinator

Policy Implications

Nil – within allocated Community Grants Program Budget

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil. Within allocated budget.	Low
Legal & Regulatory	Low	Nil	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	All applications deemed eligible align with Council's Corporate Plan and strategic goals.	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

There is no adverse risk to Council.

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**8.2.1**
SUBJECT TITLE:	**Woolscour DA 25-2025-2026**
AUTHOR AND OFFICERS TITLE:	Gayle Richardson Customer and Council Support Officer - Building & Planning
AUTHORISING OFFICER:	Alison Lamb (Director of Organisational Performance), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The Applicant, QWool Pty Ltd (QWool), seeks a Development Permit for a Material Change of Use for a Special Industry (Wool scour facility) and Environmental Relevant Activities (ERA 40(2) and ERA 63 (1a)(i)) over land at 126 Evora Road, Blackall, formally described as Lot 2 on SP351530.

The proposal involves a Wool scour facility that will process up to 14,000 tonnes of Australian raw merino wool to produce up to 9,100 tonnes of scoured wool and 1,200 tonnes of wool grease. The Wool scour will have a gross floor area of approximately 13,800m^2. The proposal will be supported by a five-megawatt solar system and a wastewater treatment system. Access to the site will be via a new left and right turn from Evora Road.

Under the *Blackall-Tambo Region Planning Scheme 2020* (the Planning Scheme), the subject site is in the Rural Zone. The defined use that has been applied for, being a 'Special Industry, is subject to Impact Assessment in the Rural Zone.

A development application that is subject to Impact Assessment is assessed against the entire Planning Scheme and is required to be publicly notified for a minimum of 15 business days. During the public notification period, one (1) submission was received. The issues raised in the submission have been addressed in the decision report.

The proposal has been assessed against the entire Planning Scheme and is consistent with the intent of the zone and all other relevant assessment benchmarks.

The application required referral to the State Assessment and Referral Agency (SARA) for various state interests. SARA has issued its referral agency response subject to conditions relating to siting of the development and the extent of clearing.

Based on an assessment of the proposal in accordance with the Impact Assessment process articulated in the *Planning Act 2016*, this decision report recommends approval of the development application, subject to the conditions stated herein.

Officer's Recommendation:
That Blackall-Tambo Regional Council approves the application for a Development Permit for a Material Change of Use for a Special Industry (Wool scour facility) and Environmental Relevant Activities (ERA 40(2) and ERA 63 (1a)(i)) over land at 126 Evora Road, Blackall, formally described as Lot 2 on SP351530, subject to the following conditions:

1. PARAMETERS OF APPROVAL

1.1 The Developer is responsible for ensuring compliance with this development approval and the conditions of the approval by an employee, agent, contractor or invitee of the Developer at all times unless otherwise stated.

1.2 Where these conditions refer to “Council” in relation to requiring Council to approve or be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role of the Council may be fulfilled in whole or in part by a delegate appointed for that purpose by Council.

1.3 All conditions, works, or requirements of this development approval must be undertaken and completed prior to commencement of the use and to Council’s satisfaction, unless otherwise stated in a development condition.

1.4 The cost of all works associated with the construction of the development including services, facilities and/or public utility alterations required are met at no cost to the Council or relevant utility provider, unless otherwise stated in a development condition.

1.5 The developer is required to have repaired any damage to existing infrastructure that may have occurred during any works carried out for the development. To the extent the damage is deemed to create a hazard to the community, it must be repaired immediately.

1.6 Unless otherwise stated, all works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards.

2. APPROVED PLANS AND DOCUMENTS

2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by the conditions of this permit:

Plan/Document Name	Plan/Document Number	Revision Number	Date
Proposed Scour Plant for Qwool Evora Road Blackall Extended Plan Layout Initial	3706-GA-004 Sheet 02	S	-
Proposed Scour Plant for Qwool Evora Road Blackall Factory Precinct Initial	3706-GA-004 Sheet 03	S	-
Proposed Scour Plant for Qwool Evora Road Blackall Building Sections	3706-GA-004 Sheet 05	Q	-
Blackall Wool Scour Environmental Management Plan (Draft)	25011.1	1	23.02.26
Pavement Layout Sheet 1 of 2	250012-1/02	C	11.11.25

2.2 Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.

3. ENVIRONMENTAL MANAGEMENT PLAN

3.1 Provide an updated Environmental Management Plan prior to the commencement of use. The Environmental Management Plan must be generally in accordance with the Blackall Wool Scour Environmental Management Plan (Draft), with reference 25011.1, revision 1 and dated 23 February 2026. The development is required to be carried out in accordance with the updated Environmental Management Plan.

A copy of the updated Environmental Management Plan is to be provided to Blackall-Tambo Regional Council (admin@btrc.qld.gov.au) prior to the commencement of use.

4. ENGINEERING CERTIFICATION

4.1 Prior to commencement of any engineering works, a Development Permit for Operational Work must be obtained, where required, for the following engineering works:
- 4.1.1 Road works, access and parking works
- 4.1.2 Earthworks
- 4.1.3 Stormwater works

4.2 For the submission, detailed design documentation must be provided and a Registered Professional Engineer of Queensland (RPEQ) must certify the engineering drawings and specifications for the engineering work.

4.3 An Engineer's Certificate of Construction must be signed and submitted to Council by a RPEQ verifying that all works have been carried out in accordance with the relevant standards, drawings, the development permit for operational works, and any specifications that result from the submission for engineering certification.

5. FENCING

5.1 Install a minimum 1.2m high fence to the entire property boundary of the site prior to the commencement of the use. The fence is to be installed at the applicant's cost.

6. ACCESS AND PARKING WORKS

6.1 Access to the site is to be via a basic left turn treatment (BAL) and basic right turn treatment (BAR) generally in accordance with the location shown on Pavement Layout Sheet 1 of 2, with reference 250012-1/2, revision C and dated 11 November 2025.

6.2 Design and construct the access to the site, at no cost to Council, in accordance with the approved plans (see Condition 2.1) and generally in accordance with the standards detailed in the *Capricorn Municipal Development Guidelines (including Standard Drawings and Specifications, Construction Specifications and Procedures, Design Specifications and Purchase Specifications)*.

6.3 Provide and maintain a minimum of forty-five (45) car parking spaces on-site. All car parking spaces must be clearly delineated by either line-marking or signage.

6.4 Design and construct and maintain all car parking, service vehicle parking and manoeuvring areas in accordance with the approved plans (see Condition 2.1) and

AS2890.1 – Parking Facilities and *Austroads Publication AP-G34-13 – Austroads Design Vehicle and Turning Path Templates*.

6.5 Install and maintain directional signage within the site to ensure the orderly and efficient movement of vehicles.

7. ROOF AND ALLOTMENT DRAINAGE

7.1. Discharge of all roof and allotment drainage such that it does not restrict, impair or change the natural flow of runoff water or cause a nuisance to adjoining properties or infrastructure from the pre to the post-development condition.

8. STORMWATER WORKS

8.1. Undertake the development such that all stormwater, except for water captured on-site, is to be drained from the site to a lawful point of discharge and carried without causing annoyance or nuisance to any person or property. All works must be designed, constructed and maintained in accordance with the *Queensland Urban Drainage Manual*.

9. SEWERAGE AND WATER

9.1. Prior to the commencement of use the premises must be provided with sewerage and water infrastructure that is suitable for the operation of the site.

9.2. Remove all redundant water supply and sewerage infrastructure, including but not limited to pipes and connection points.

10. TELECOMMUNICATION AND ELECTRICITY SUPPLY

10.1 The premises must be connected to electricity and telecommunication services in accordance with the standards and requirements of the relevant service provider.

11. WASTE MANAGEMENT

11.1. Store all waste within a waste storage area (for example, general waste, recyclable waste, pallets, empty drums etcetera). The waste storage area must be:

11.1.1. Designed to not cause nuisance to neighbouring properties;
11.1.2. Screened from any road frontage or adjoining property;
11.1.3. Of a sufficient size to accommodate a waste bin/s suitable to service the development.

12. AMENITY AND ENVIRONMENTAL HEALTH

12.1 Undertake the approved development so there is no environmental nuisance or detrimental effect on any surrounding land uses and activities by reason of the emission of noise, vibration, odour, fumes, smoke, vapour, steam soot, ash, wastewater, waste products, oil or otherwise

12.2 Install and operate all outdoor lighting to comply with *AS4282 "Control of the Obtrusive Effects of Outdoor Lighting"*.

13. LANDSCAPING

13.1. Establish and maintain infill landscaping to the northern boundary of the site.

13.2. The landscaping must predominantly contain species consisting of native, drought tolerant groundcovers, shrubs, small trees and trees.

14. SITE WORKS AND EROSION AND SEDIMENT CONTROL

14.1 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to adjoining properties or infrastructure.

14.1. Prepare and implement an Erosion and Sediment Control Strategy (ESCS) in accordance with the *IECA Best Practice Erosion and Sediment Control* (as amended).

14.2. Implement the ESCS for the duration of the construction phase and until such time all exposed soils areas are permanently stabilised (for example, turfed, hydro mulched, concreted or landscaped).

15. ASSET MANAGEMENT

15.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.

ADVISORY NOTES

A. Prior to commencing any construction activities, the applicant/developer will be required to obtain further development permits for building work, and plumbing and drainage work, and potentially for operational work, as required under relevant legislation for this work.

B. This approval does not negate the requirement for compliance with all other relevant Local Laws and other statutory requirements. Any provisions contained in this approval relating to the enforcement of any of the conditions shall be in addition to all other rights, powers and privileges that the Council may possess or obtain, and nothing contained in these conditions shall be construed so as to prejudice, affect or otherwise derogate or limit these rights, powers and privileges of the Council.

C. General environmental duty under the Environmental Protection Act 1994 and subordinate legislation prohibits unlawful environmental nuisance caused by noise, aerosols, particles, dust, ash, fumes, light, odour or smoke beyond the boundaries of the development site during all stages of the development including earthworks, construction and operation.

D. This development approval does not authorise any activity that may harm Aboriginal cultural heritage. It is advised that under section 23 of the Aboriginal Cultural Heritage Act 2003, a person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal cultural heritage (the “cultural heritage duty of care”).

Background

- **DEVELOPMENT APPLICATION SUMMARY**

TABLE 1 – OVERVIEW OF THE DEVELOPMENT APPLICATION

PROPERTY DETAILS	
Site address	126 Evora Road, Blackall
RPD	Lot 2 on SP351530
Site Area	381,200m^2
Landowners	Blackall-Tambo Regional Council
Existing use of land	Vacant
Existing development approval	The lot subject to this application was created as part of DA30-2024-2025
APPLICATION DETAILS	
Application No.	DA25-2025-2026
Applicant	QWool Pty Ltd (QWool)
Application description	Development Permit for Material Change of Use for Special Industry (Wool scour facility) and Environmental Relevant Activities (ERA 40(2) and ERA 63 (1a)(i))
Decision due date	30 October 2026
Main Issues/Resolution	Consistency of land use – addressed through assessment of assessment benchmarks
STATUTORY DETAILS	
Planning Scheme	Blackall-Tambo Region Planning Scheme 2020
Overlays	N/A
Zone	Rural Zone
Precinct	N/A
Land use definition	Special Industry
Category of Assessment	Impact Assessment

- **PROPOSAL BACKGROUND**

TABLE 2 – OVERVIEW OF DEVELOPMENT ASSESSMENT PROCESS

Application properly made	09 March 2026
Confirmation notice issued	19 March 2026
Council information request	25 March 2026
Information request response	19 June 2026
Public notification period	20 July to 7 August 2026
SARA referral agency response	24 September 2026

Decision due	30 October 2026

- **SITE AND SURROUNDS DESCRIPTION**

The subject site is located at 126 Evora Road, Blackall, formally known as Lot 2 on SP351530. The subject site has an area of 381,200m^2, and has a frontage to Evora Road.

The site is currently vacant and contains sporadic vegetation. The site has previously been used for sourcing borrow materials and as a refuse area. The site is relatively flat.

The site is adjoined by the Sales Yards to north, the Gun Club to the south, Evora Road to the west and rural land to the east.

Figure 1 – Aerial of subject site (Source: QLD Government DAMS Mapping)

- **DESCRIPTION OF PROPOSAL**

The proposal involves a Wool scour facility (**Figure 2**) that will process up to 14,000 tonnes of Australian raw merino wool to produce up to 9,100 tonnes of scoured wool and 1,200 tonnes of wool grease. The Wool scour will have a gross floor area of approximately 13,800m^2. The proposal will be supported by a five-megawatt solar system and a wastewater treatment system. Access to the site will be via a new left and right turn from Evora Road.

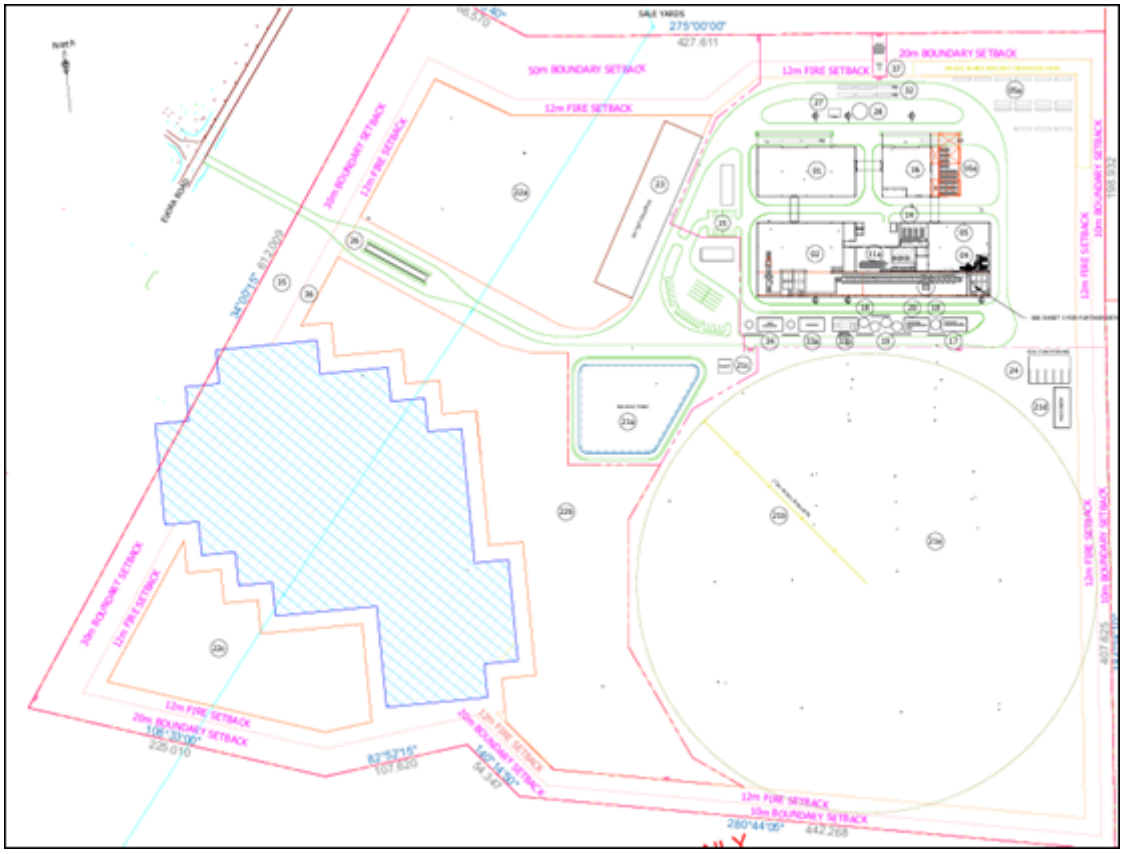


Figure 2 – Site Layout (Source: Applicant supplied)

The main elements of the Wool scour building include:

- Raw wool storage area (2,600m^2)
- Batch preparation (2,300m^2)
- Production area (3,100m^2)
- Wool product storage (1,600m^2)
- Drum store and despatch (1,600m^2)
- Water and service areas (2,300m^2)
- Office and amenities (300m^2).

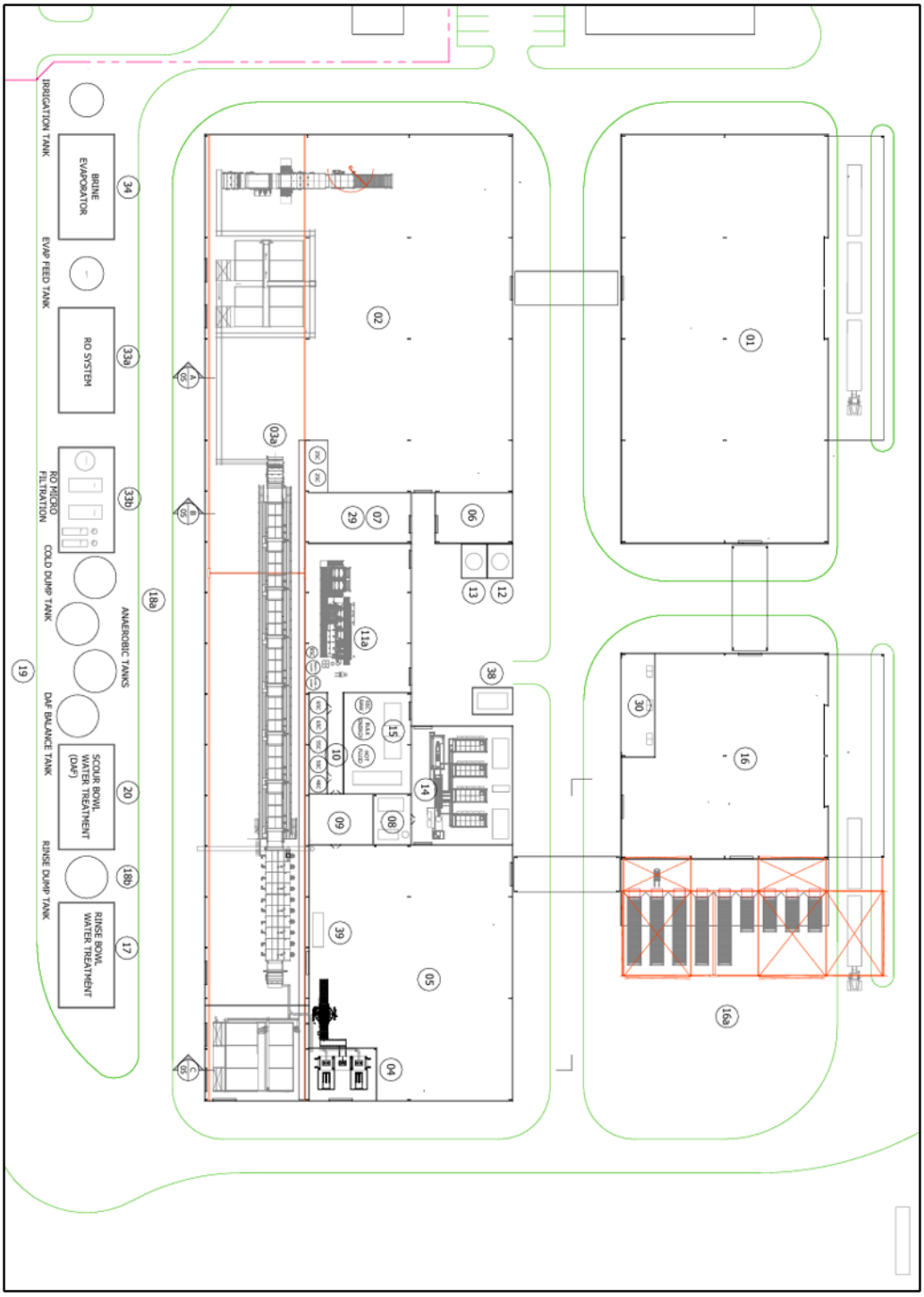


Figure 3 – Wool Scour Layout (Source: Applicant supplied)

Ancillary components include:

- Five megawatt (MW) solar power system comprising photovoltaic panels to supply electrical energy to the site, with storage available from two battery storage systems:
    a. Lithium-based battery electrical storage system of between 10 to 20 MW; and
    b. Carbon-based electrical thermal energy storage of 20 MW.
- Groundwater bore
- Wastewater treatment system, associated irrigation area and holding pond.

Access to the site will be via a new basic left turn treatment (BAL) and basic right turn treatment (BAR) from Evora Road.

The key process stages of the wool scour operation are:

- Raw wool receival
- Raw wool storage
- Batch preparation
- Raw wool blending
- Wool scouring
- Wool dying
- Dust extraction
- Wool product bailing
- Wool product storage and despatch.

Operational activities will be undertaken 24 hours a day, 7 days a week. The plant will be productive for approximately 300 days per year. On weekdays there may be up to 25 people on site. During weekends and night shifts staffing will reduce to approximately seven people.

The minimum design life of the operation is expected to be 30 years.

5. PLANNING ASSESSMENT

In accordance with section 45 (5) of the *Planning Act 2016* (the Act), Impact Assessment is an assessment that:

(a) **must be** carried out—
  (i) against the assessment benchmarks in a categorising instrument for the development; and
  (ii) having regard to any matters prescribed by regulation for this subparagraph; and

(b) **may be** carried out against, or having regard to, any other relevant matter, other than a person's personal circumstances, financial or otherwise.

This framework for assessing impact assessable applications is clarified as follows –

The categorising instrument for the development is the *Blackall-Tambo Region Planning Scheme 2020*. The entire planning scheme must be assessed as relevant to the application. In this instance, relevant assessment benchmarks are encompassed by the Strategic Framework, the Rural Zone Code, General Development Code and corresponding mapping and planning scheme policies. These benchmarks are addressed in section 5.2.

Where a conflict may be evident between the application and above assessment benchmarks, Council can consider any other relevant matter, such as planning need, to override the conflict and justify the non-compliance. This typically relates to matters that Council deems to be in the public interest, as opposed to personal circumstances.

The *Planning Regulation 2017* (sections 29-31) prescribes additional assessment benchmarks and other general assessment matters, which are addressed as follows:

The Central West Regional Plan and the State Planning Policy
The Regional Plan and SPP are identified as being appropriately integrated in the Planning Scheme and therefore do not require further assessment. The assessment of the proposal against the Planning Scheme in section 5.2 below also functions as an assessment of these State Planning Instruments.

The Local Government Infrastructure Plan
By Council resolution, there is no Local Government Infrastructure Plan in place for the Council Area and Council ceases to charge Adopted Infrastructure Charges for any new development. In turn, this assessment benchmark does not apply to the development and an Infrastructure Charges Notice does not form part of this recommendation.

Schedules 9 and 10 of the Planning Regulation
Schedule 9 relates to building work under the Building Act, which is not relevant to this application for material change of use but may be relevant to a subsequent building work application for the construction of the development.

Under Schedule 10, a referral to the State Assessment and Referral Agency (SARA) was required for the following state interests:

- Clearing native vegetation;
- Environmental relevant activities; and
- State transport infrastructure.

SARA issued its referral agency (ref: 2603-51389 SRA) on 24 September 2026 subject to conditions. The conditions relate to the extent of clearing and siting of the development.

Approval history / lawful use of the premises and adjoining premises
The site is currently vacant. The site was created as part of DA30-2024-2025. The site was previously part of the Sales Yards which has been operating for many years, and it is considered to have existing use rights to continue to keep operating.

The proposed development has been sited to ensure its use does not impact the ongoing operation of the Sales Yards.

Common material
The application material and subsequent correspondence with Council officers and the applicant has been considered in the preparation of this recommendation.

The planning assessment of the development considers the above assessment benchmarks and matters to the extent that the assessment benchmark and matter is relevant to the development.

5.1.1 Public Notification

The development application required Impact Assessment, which means public notification of the application was required. Public notification was undertaken by Council on behalf of the Applicant.

One (1) properly made submission was received during the public notification. The following table includes the issued raised and how they have been addressed:

Matter raised in submission	Response to matter raised
Concerns with fencing costs for adjoining neighbours.	Applicant Response *The entire cost of fencing and securing of the site will be solely borne by QWool. The Site boundary will be fenced shortly after acquisition by QWool.* *At this stage, a 1.2 or 1.5 metre high tensile animal-mesh fencing is proposed. This can be discussed further with adjacent landholders, as required.* *In addition, a lockable front gate and internal security fencing of the factory and irrigation holding pond is proposed to be installed prior to commissioning.* Council Response Council has imposed a condition that requires a minimum 1.2m high fence to be installed at the applicants cost. The fence is required to be provided to the entire boundary.
Concerns raised regarding lighting and the hours of lighting.	Applicant Response *The plant is designed to operate on a 24 x 7 basis, for 46 weeks a year, with lighting required to ensure the health and safety of those working the night shifts.* *External lighting will be installed in accordance with the Australian Standards (i.e., AS4282:2023 Control of the obtrusive effects of outdoor lighting) which sets the requirements to limiting lighting spill to the night sky and onto neighbouring properties.* Council Response Council has imposed a condition that requires all outdoor lighting to be installed in accordance with *AS4282 "Control of the Obtrusive Effects of Outdoor Lighting"*. The purpose of this standard is to limit impacts from outdoor lighting in particular for adjoining neighbours.

Concerns were raised with management of dust and control of water.	Applicant Response *The generation of dust is only likely to be a significant risk during clearing and grubbing of the operational area at the commencement of construction. This will be managed through the use of water carts and avoiding such activities in unsuitable weather conditions (e.g., high wind days).* *Following clearing and grubbing, the Site will be stabilised to enable construction of infrastructure. For construction straight sections of the Site roads will initially be installed as gravel / road base, with all bends, turning circles and roads around the plant buildings being either concrete or chip seal, as required.* *Prior to the commencement of operations, areas outside the permanent footprint that were disturbed during construction will be stabilised using hardstand or landscape treatments (refer to response to Item 4).* *Soil removed from the fleece during wool scouring will be wet and not likely to generate dust, this will be mixed with minor quantities of dry soil extracted during wool blending and dust extraction processes. The material will be routinely applied as a soil conditioner on the Site, or on offsite properties.* *QWool will be required to comply with air quality conditions with respect to the ERAs regulated under an environmental authority (EA), administered by the Department of the Environment, Tourism, Science and Innovation (DETSI). The Proposal will be managed in accordance with the DRAFT Environmental Management Plan (EMP) (refer to Appendix L of the Planning Report) to avoid or minimise air quality impacts on surrounding neighbours. The DRAFT EMP will be updated to reflect any additional*

	requirements of the EA and MCU conditions. *Wastewater is proposed to be beneficially used on the Site to irrigate a Rhodes grass pasture crop on a designated nine hectare area of the Site, and additionally to water land under the solar array and on the firebreaks to maintain grass cover, reducing the potential for dust generation throughout the operational life (refer to response to Item 3).* *Irrigation will be managed in accordance with an Irrigation Management Plan (IMP), a subsidiary plan to the Site EMP, including control of water application to avoid ponding or runoff. The objectives of the IMP are as follows:* *1. Vegetation is vigorous and maximises water and nutrient uptake;* *2. The capacity of the irrigation area to assimilate nutrients is not exceeded;* *3. Treated effluent is evenly distributed on the irrigation area;* *4. There is no significant surface ponding of treated effluent;* *5. Soil moisture levels are managed to avoid soil saturation during the dry season, and associated surface runoff; 6. Soil erosion and deterioration in soil structure is avoided;* *7. Salts are managed as not to affect plant health and growth;* *8. Health and safety of the Site operators, and adjoining landholders, is protected;* *9. Optimal maintenance of irrigation infrastructure to ensure long-term reliability;* *10. Effective management of spray drift, pests, fire and weeds to avoid negative impacts on the irrigation scheme; and 11. Compliance with the EA irrigation conditions administered by DETSI, including ongoing monitoring of the operation.*

	The DRAFT EMP and IMP will be updated to reflect any additional requirements of the EA and MCU conditions. Council Response The applicant has submitted a draft Environmental Management Plan that includes various management strategies to control dust. The Environmental Management Plan also includes various measures relating to the management of water. Council has imposed a condition that requires an updated Environmental Management Plan to be prepared prior to the commencement of use. The condition also requires the development to be carried out in accordance with the updated Environmental Management Plan.
A query was raised as to whether the proposal will encroach on the stock route.	Applicant Response *The Proposal is restricted to the Site (Lot 2 on SP351530), which does not intersect a stock route.* Council Response State government mapping does not show the site in the vicinity of the stock route network. Therefore, the proposal will not encroach on the stock route network.
Concerns on impact of proposed development on saleable value of land.	Applicant Response *QWool cannot comment on potential saleable value of land, however, certainly hopes to improve the prosperity of the region more broadly.* *The Blackall Wool Scour is being established to grow and strengthen the regional economy, with 48 new direct local jobs, and many more indirect employment opportunities.* *The Proposal will be designed based on the most modern wool scour plant technology in the world, with the land use to complement the Blackall Historical Wool Scour located approximately 1.5 km to the north along Evora Road.* *Whilst the final design of the plant and buildings are yet to be completed, the*

	current architectural renderings are presented below. The Site has further been designed with a surrounding 'green' buffer, and adjacent fire break, to be irrigated using purge water from the plant (refer to response to Item 4). Council Response The value of land is not a planning consideration; however, it is noted that the proposal is considered to comply with the assessment benchmarks of the Blackall-Tambo Regional Council Planning Scheme. Reasonable and relevant conditions have been imposed to ensure the development operates in a way that limits any amenity impacts.

5.2 BLACKALL-TAMBO REGION PLANNING SCHEME 2020

Under the Planning Scheme the development constitutes a Material Change of Use, which is defined in the Planning Act as:

a) the start of a new use of the premises;
b) the re-establishment on the premises of a use that has been abandoned;
c) a material increase in the intensity or scale of the use of the premises.

The Special Industry (Wool scour facility) will result in the start of a new premises on the site. Special Industry is defined below:

***Special industry** means the use of premises for an industrial activity—*
(a) that is manufacturing, producing, processing, repairing, altering, recycling, storing, distributing, transferring or treating products; and
(b) that a local government planning instrument applying to the premise states is a special industry; and
(c) that complies with any threshold for the activity stated in a local planning instrument applying to the premises, including, for example, thresholds relating to the number of products manufactured or the level of emissions produced by the activity.

In accordance with Table 4.4.2 of the Planning Scheme, a Special Industry in the Rural Zone is subject to Impact Assessment.

In accordance with Table 4.4.2 of the Planning Scheme, the relevant assessment benchmarks for the development application is the Planning Scheme. When assessing this application, particular consideration has been given to the following assessment benchmarks:

- Strategic Framework
- Rural Zone Code
- General Development Code.

5.2.1 Assessment of Strategic Framework

The Strategic Framework sets the policy direction for the Planning Scheme. As per the Strategic Framework Map in **Figure 4**, the subject site is designated as 'Non-urban Land', being within the Rural area of Blackall.

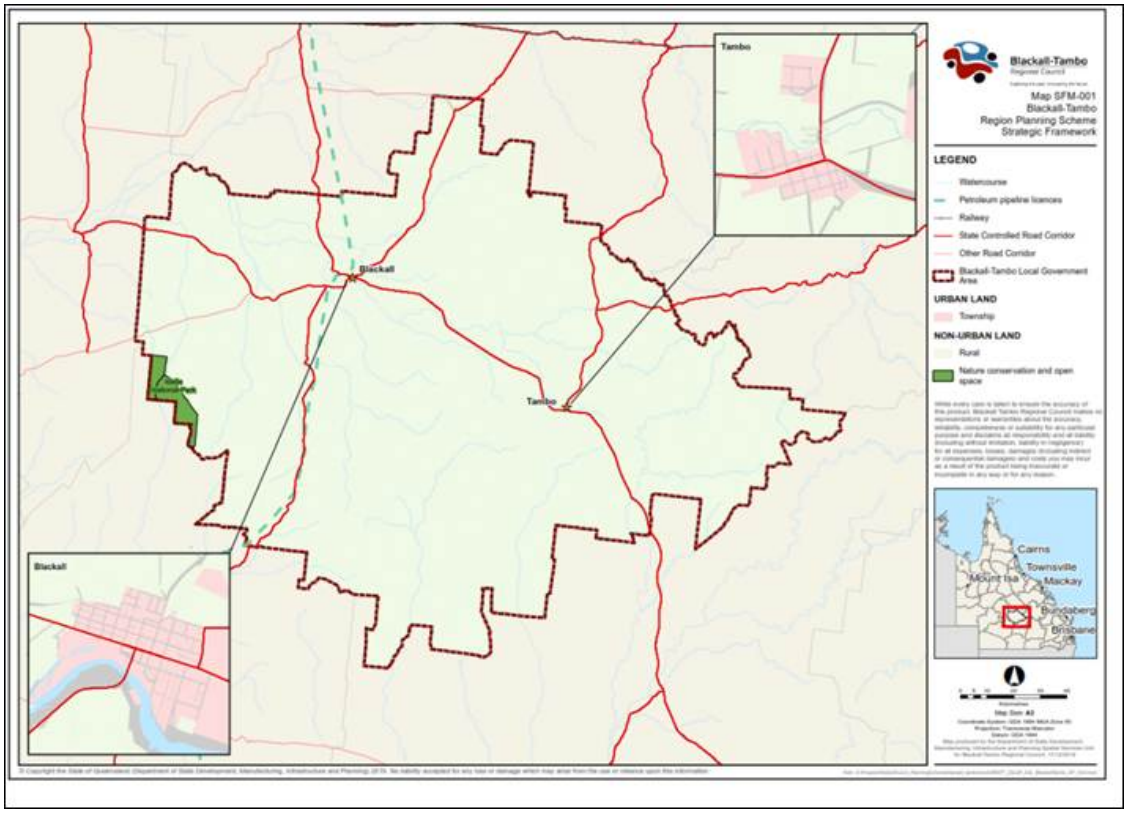


Figure 4: *Site (denoted in blue) on Strategic Framework Map (Source: Blackall-Tambo Regional Planning Scheme)*

The proposal is consistent with Strategic Intent statements relating to agriculture, industrial opportunity and water quality.

Relevant extracts from the Planning Scheme are as follows -

Agriculture

> *Agriculture, primarily sheep and cattle grazing, plays a key role in the regional economy, along with wool production. It is a major employer and contributor to the wellbeing and prosperity of the region. Rural industries in sheep, goat and macropod production are supported as part of diversifying the agricultural economic base.*
>
> *A viable agricultural sector will be maintained by removing the potential for land use conflicts, protecting resources (including water sources) from inappropriate development and increasing opportunities for investment, production and diversification.*
>
> *Development in the rural area is to be consistent with rural values and not compromise the agricultural viability of properties.*

The Blackall Saleyards are, at the time of making this planning scheme, the only registered and licensed facility of its type able to process organic accredited cattle in Queensland. Development on and around the Blackall Saleyards is not to jeopardise its organic accreditation status.

Development of value-adding agricultural industries is supported, where they are located in rural areas and where they do not compromise the ability of the existing land uses to function safely and effectively.

Infrastructure that supports the agriculture supply chain including, saleyards, abattoirs, water supply, road and rail networks and electricity infrastructure will be protected from inappropriate development.

The proposed Wool scour will result in a significant investment in Blackall. The Wool scour although located in the Rural zone and not a rural use has a direct link to the agricultural industry in particular the sheep industry which plays a key role in the regional economy.

The site has not historically been used for rural purposes and is not considered to be of a size suitable for a viable agricultural pursuit. The use of the land for a Wool scour is considered a reasonable use of the land considering its location and connection to the agricultural industry.

The site was previously part of the Sales Yards. The proposed development has been sited, and conditions have been imposed to ensure its operation does not impact the ongoing operation of the Sales Yards.

The proposal is considered to result in a value-adding agricultural industry as it will not impact the operation of existing land uses in the locality, rather it will greatly assist with the sheep industry not only in Blackall and Tambo but the wider region.

Industrial opportunity

Industrial uses are expected to establish on the fringe of Blackall or Tambo, within the land identified for industrial purposes.

The proposal although not within the Industrial precinct has been sited on the fringe of the Blackall township to limit any impacts on sensitive or incompatible uses.

Water quality

Development must facilitate the protection and enhancement of environmental values and the achievement of water quality objectives for all water resources in the region, at all stages of development (including for instance construction and post-construction).

The development will be carried out in accordance with an Environmental Management Plan to ensure the development does not cause impacts to environmental values and water quality.

On the above basis, there is no conflict between the development and the Strategic Framework as it relates to the site and the proposal development.

5.2.2 Assessment of Codes

The following codes are relevant to the proposed development.

Rural Zone Code

The site is located in the Rural Zone, as shown on the Zone Map for Blackall in Figure 5.

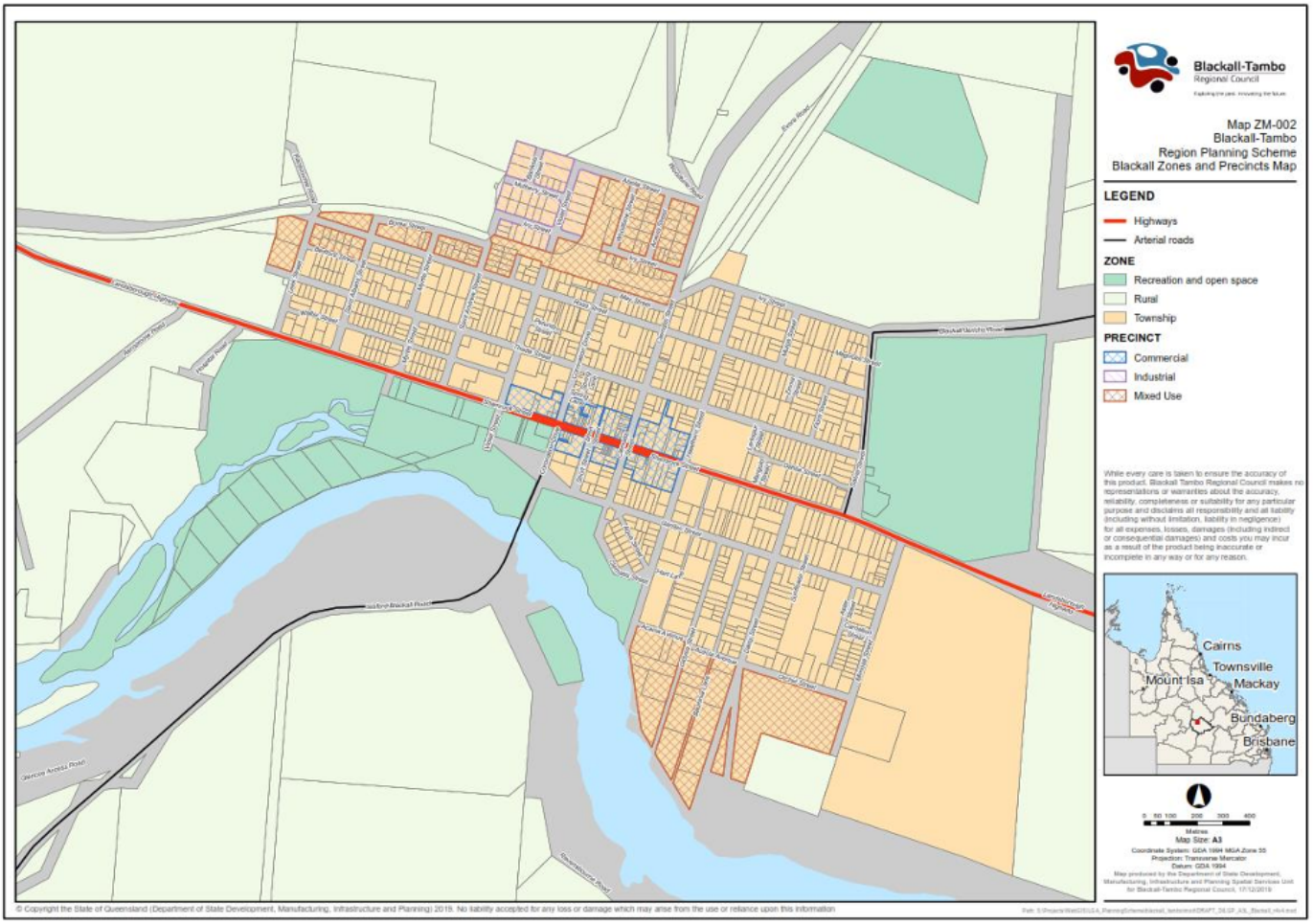


Figure 5: *Site (denoted in blue) located within Rural Zone (Source: Blackall-Tambo Regional Planning Scheme)*

The development complies or can be conditioned to comply with the purpose, performance criteria and acceptable solutions of the Rural Zone Code. In particular:

- Despite not being a rural use the proposed development is not expected to conflict with existing rural land uses or the natural, scenic and cultural values of the area;
- The proposed use is complimentary to rural uses considering its association with the agricultural sector;
- The proposal is not considered to jeopardise existing rural activities but rather support existing agricultural uses particularly the sheep industry; and
- Conditions have been included to manage any impacts, including the provision of an Environmental Management Plan which will manage operational aspects of the development.

General Development Code

The development complies or can be conditioned to comply with the purpose, performance criteria and acceptable solutions of the General Development Code. In particular:

- A site cover is not prescribed for the Rural zone; however, the proposed site cover is considered acceptable for a use of this nature;
- All buildings are setback a substantial distance from surrounding development;
- The site contains native vegetation to common boundaries which will be retained. A condition has been imposed to provide infill landscaping to increase the vegetative buffer to the north;
- A maximum height is not prescribed in the Rural zone; however, it is noted that the majority of the buildings will not exceed 8.5m in height, with parts of the roof form being above 8.5m. The wall height of the buildings will not exceed 8.5m and the buildings have been setback a substantial distance to ensure they do not create overshadowing or amenity impacts;
- The building includes variation in materials, include recesses and varying roof forms to provide an attractive built form;
- Access to the site will be via a new access to Evora Road that will comply with relevant standards;
- The proposal provides sufficient carparking for the scale of development. The proposal provides a minimum of 45 car spaces;
- Conditions have been included to manage any impacts, including the provision of an Environmental Management Plan which will manage operational aspects of the development;
- The development will operate as a closed loop system and will be provided with its own infrastructure to service the development;
- The proposal incorporates measures to manage stormwater to ensure it is conveyed to onsite storage;
- The site is not subject to flood hazard; and
- The site is not located within a Bushfire prone area.

6. CONCLUSION

This Impact assessable Development Application for a Development Permit for Material Change of Use for Special Industry (Wool scour facility) and Environmental Relevant Activities over land at 126 Evora Road, Blackall, formally described as Lot 2 on SP351530, is recommended for approval, subject to the conditions outlined in this report.

This recommendation is based on an assessment of the proposal in accordance with the Planning Act for applications requiring Impact assessment, which demonstrates the proposal's consistency with the Planning Scheme and other relevant assessment matters.

In accordance with the requirements for a decision notice under section 63 the Act, the notice must state the reasons for the decision. For this development, the statement of reasons, being the grounds for approval, will feature on the decision notice as follows:

a) Despite not being a rural use the proposed development is not expected to conflict with existing rural land uses or the natural, scenic and cultural values of the area
b) The proposed use is complimentary to rural uses considering its association with the agricultural sector.

c) The proposal is not considered to jeopardise existing rural activities but rather support existing agricultural uses particularly the sheep industry.
d) The proposed built form is considered suitable for the locality.
e) The site will be provided with necessary infrastructure and appropriate access.
f) Conditions have been imposed to ensure any impacts associated with the use are appropriately managed.
g) Development does not conflict with the State Planning Policy 2017 and Central West Regional Plan 2009.

Assessment Officer (Author): Tim O'Leary **Principal Planner (Reel Planning)** 25 September 2026	

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Community, Environment & Heritage - Support the communities' long-term vision and strategic outcomes through ongoing engagement.
Community, Environment & Heritage - Consider and protect the heritage value of buildings and places in all new development.

Consultation (internal/external)

Chief Executive Officer
Town Planners

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	The application has been assessed in accordance with the Planning Act and the Blackall-Tambo Regional Council planning scheme.	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	The application has been assessed against the relevant requirements.	Low

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

Human Rights Impact

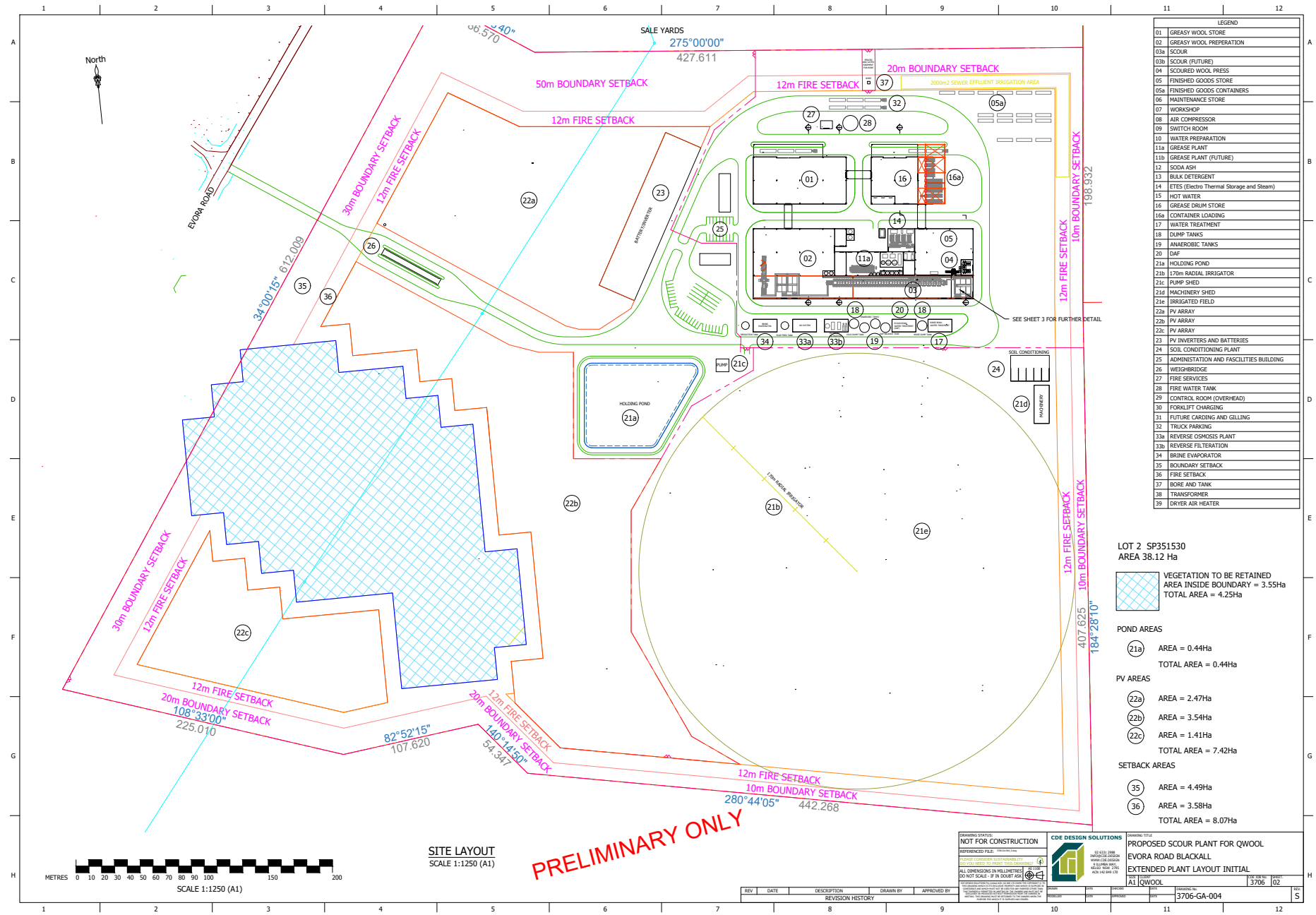
Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

1. Atachment A - Proposal Plans [**8.2.1.1** - 4 pages]
2. Attachement B – Environmental Management Plan [**8.2.1.2** - 49 pages]
3. Attachement C – SARA Referral Agency Response [**8.2.1.3** - 12 pages]
4. Attachment D – Submission [**8.2.1.4** - 1 page]


North
SALE YARDS
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427.611
50m BOUNDARY SETBACK
12m FIRE SETBACK
20m BOUNDARY SETBACK
2000m2 SEWER EFFLUENT IRRIGATION AREA
EVORA ROAD
30m BOUNDARY SETBACK
34°00'15"
612.009
198.932
10m BOUNDARY SETBACK
SEE SHEET 3 FOR FURTHER DETAIL
SOIL CONDITIONING
HOLDING POND
17m RADIAL IRRIGATOR
407.625
184°28'10"
108°33'00"
225.010
82°52'15"
107.620
140°44'50"
54.347
280°44'05"
442.268
PRELIMINARY ONLY
METRES 0 10 20 30 40 50 60 70 80 90 100 150 200
SCALE 1:1250 (A1)
SITE LAYOUT
SCALE 1:1250 (A1)
LEGEND
01 GREASY WOOL STORE
02 GREASY WOOL PREPERATION
03a SCOUR
03b SCOUR (FUTURE)
04 SCOURED WOOL PRESS
05 FINISHED GOODS STORE
05a FINISHED GOODS CONTAINERS
06 MAINTENANCE STORE
07 WORKSHOP
08 AIR COMPRESSOR
09 SWITCH ROOM
10 WATER PREPARATION
11a GREASE PLANT
11b GREASE PLANT (FUTURE)
12 SODA ASH
13 BULK DETERGENT
14 ETES (Electro Thermal Storage and Steam)
15 HOT WATER
16 GREASE DRUM STORE
16a CONTAINER LOADING
17 WATER TREATMENT
18 DUMP TANKS
19 ANAEROBIC TANKS
20 DAF
21a HOLDING POND
21b 17m RADIAL IRRIGATOR
21c PUMP SHED
21d MACHINERY SHED
21e IRRIGATED FIELD
22a PV ARRAY
22b PV ARRAY
22c PV ARRAY
23 PV INVERTERS AND BATTERIES
24 SOIL CONDITIONING PLANT
25 ADMINISTATION AND FASCILITIES BUILDING
26 WEIGHBRIDGE
27 FIRE SERVICES
28 FIRE WATER TANK
29 CONTROL ROOM (OVERHEAD)
30 FORKLIFT CHARGING
31 FUTURE CARDING AND GILLING
32 TRUCK PARKING
33a REVERSE OSMOSIS PLANT
33b REVERSE FILTERATION
34 BRINE EVAPORATOR
35 BOUNDARY SETBACK
36 FIRE SETBACK
37 BORE AND TANK
38 TRANSFORMER
39 DRYER AIR HEATER
LOT 2 SP351530
AREA 38.12 Ha
VEGETATION TO BE RETAINED
AREA INSIDE BOUNDARY = 3.55Ha
TOTAL AREA = 4.25Ha
POND AREAS
21a AREA = 0.44Ha
TOTAL AREA = 0.44Ha
PV AREAS
22a AREA = 2.47Ha
22b AREA = 3.54Ha
22c AREA = 1.41Ha
TOTAL AREA = 7.42Ha
SETBACK AREAS
35 AREA = 4.49Ha
36 AREA = 3.58Ha
TOTAL AREA = 8.07Ha
REVISION HISTORY
REV DATE DESCRIPTION DRAWN BY APPROVED BY
DRAWING STATUS: NOT FOR CONSTRUCTION
REFERENCED FILE:
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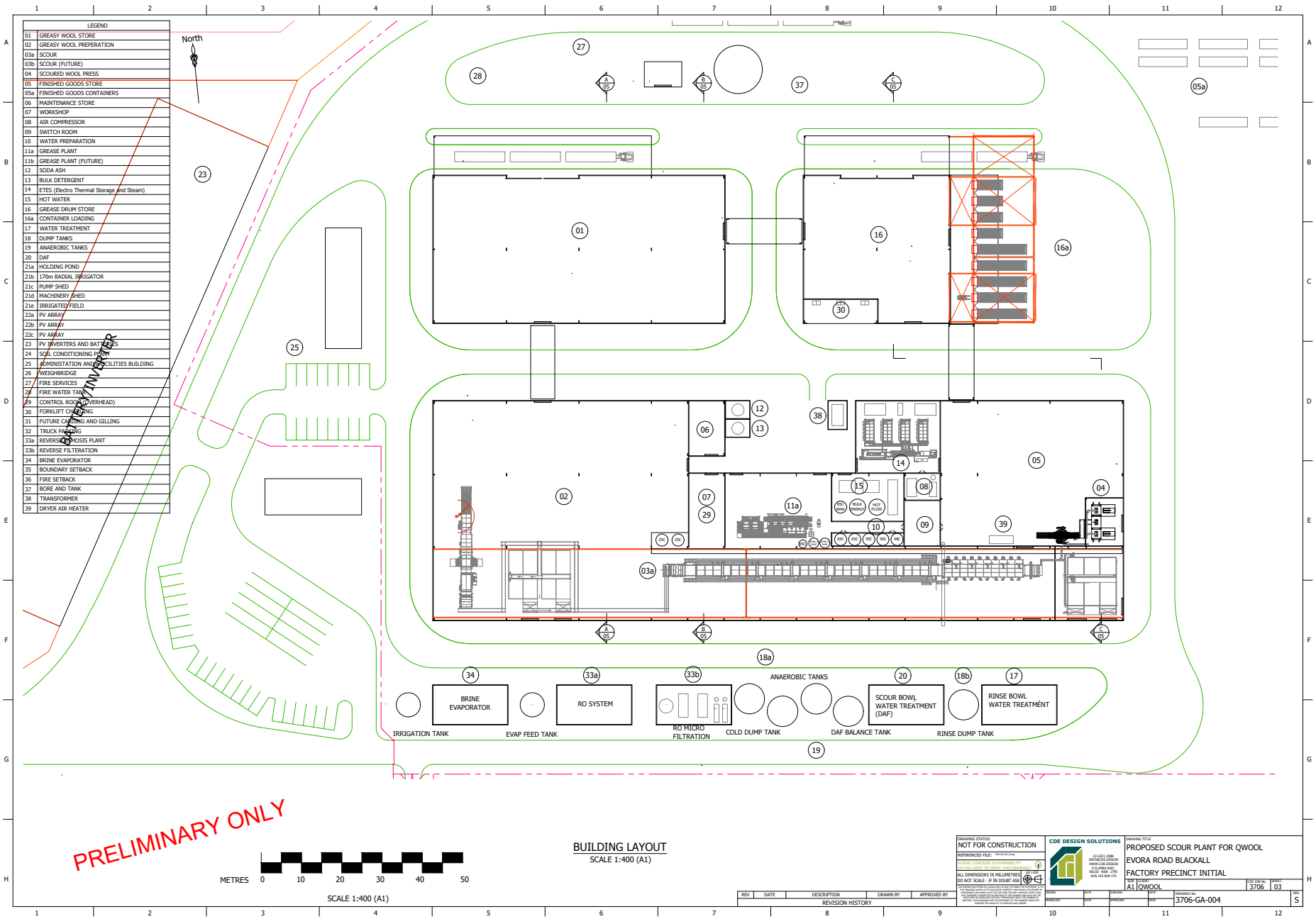
CDE DESIGN SOLUTIONS
DRAWING TITLE
PROPOSED SCOUR PLANT FOR QWOOL
EVORA ROAD BLACKALL
EXTENDED PLANT LAYOUT INITIAL
SIZE A1 CLIENT QWOOL JOB FOR No. 3706 SHEET 02
DRAWING No. 3706-GA-004 REV S


LEGEND
01 GREASY WOOL STORE
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03a SCOUR
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19 ANAEROBIC TANKS
20 DAF
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21b 170m RADIAL IRRIGATOR
21c PUMP SHED
21d MACHINERY SHED
21e IRRIGATED FIELD
22a PV ARRAY
22b PV ARRAY
22c PV ARRAY
23 PV INVERTERS AND BATTERIES
24 SOIL CONDITIONING PLANT
25 ADMINISTATION AND AMENITIES BUILDING
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32 TRUCK PARKING
33a REVERSE OSMOSIS PLANT
33b REVERSE FILTERATION
34 BRINE EVAPORATOR
35 BOUNDARY SETBACK
36 FIRE SETBACK
37 BORE AND TANK
38 TRANSFORMER
39 DRYER AIR HEATER
North
BUILDING/INVERTER
BRINE EVAPORATOR
RO SYSTEM
RO MICRO FILTRATION
ANAEROBIC TANKS
SCOUR BOWL WATER TREATMENT (DAF)
RINSE BOWL WATER TREATMENT
IRRIGATION TANK
EVAP FEED TANK
COLD DUMP TANK
DAF BALANCE TANK
RINSE DUMP TANK
PRELIMINARY ONLY
METRES 0 10 20 30 40 50
SCALE 1:400 (A1)
BUILDING LAYOUT
SCALE 1:400 (A1)
DRAWING STATUS: NOT FOR CONSTRUCTION
CDE DESIGN SOLUTIONS
PROPOSED SCOUR PLANT FOR QWOOL
EVORA ROAD BLACKALL
FACTORY PRECINCT INITIAL
SIZE A1 QWOOL
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SHEET 03
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REV S
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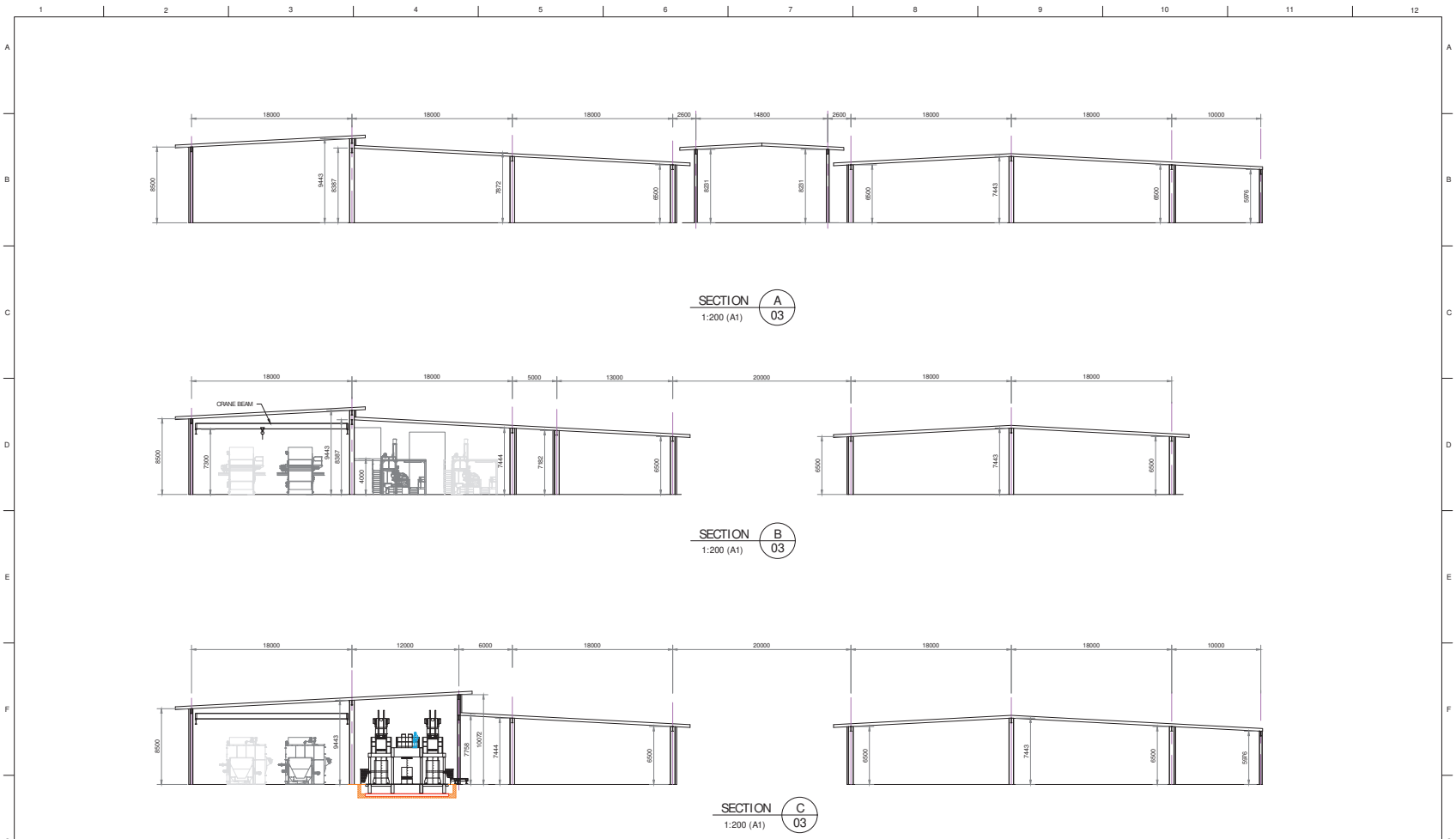
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03
SECTION B
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03
CRANE BEAM
SECTION C
1:200 (A1)
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SCALE 1:200 (A1)
NOT FOR CONSTRUCTION
CDE DESIGN SOLUTIONS
PROPOSED SCOUR PLANT FOR QWOOL
EVORA ROAD BLACKALL
BUILDING SECTIONS
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QWOOL
3706
05
3706-GA-004
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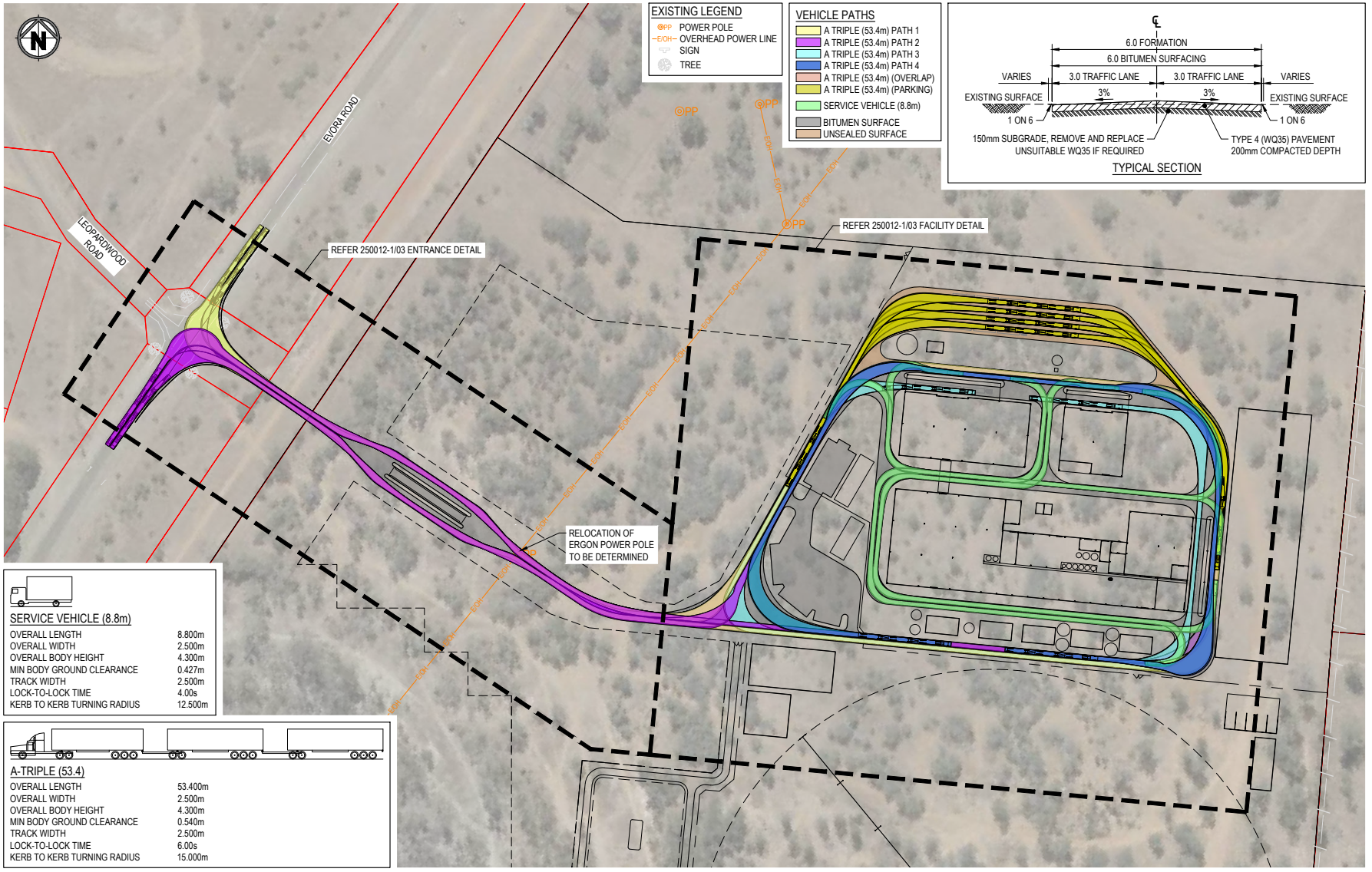

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Rev.	Revision Description	By	Date
C	UPDATED ISSUE	ZR	11/11/2025
B	UPDATED ISSUE	ZR	18/07/2025
A	ORIGINAL ISSUE	ZR	28/05/2025

GBA CONSULTING ENGINEERS
Barcaldine | Emerald | Rockhampton
Email: admin@gbaengineers.com.au

Drawn: Zach Richardson
Designed: Zach Richardson
Checked: Shaun Bahr
Survey: GBA Consulting Engineers

APPROVED FOR CONSTRUCTION
GS Bourne RPEQ No. 8416
Date: 11 November 2025

Client: CDE DESIGN SOLUTIONS
Project: BLACKALL WOOL PROCESSING PLANT CONCEPT LAYOUT
Title: PAVEMENT LAYOUT SHEET 1 OF 2

Category: GENERAL ENGINEERING
Drawing No. 250012-1/02
Rev. C
Units: m (UNO)
Scale: 1:3000
Size: A3

Queensland Wool Processors Pty Ltd

Blackall Wool Scour Environmental Management Plan (DRAFT)

February 2026

Document History and Status

Revision	Date	Prepared by	Reviewed by	Client Reviewer
Rev 0	17/02/2026	Cathee Miller	Patrice Brown	John Abbott (QWool), Pete Sackett (CDE)
Rev 1	23/02/2026	Cathee Miller	Patrice Brown	John Abbott (QWool), Pete Sackett (CDE)
Name of Project:		Blackall Wool Scour		
Client:		Queensland Wool Processors Pty Ltd		
Client Project Manager:		John Abbott		
Name of Document:		Blackall Wool Scour – DRAFT Environmental Management Plan		
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Glossary

Acronym	Meaning
/d, /hr, /wk, /yr	per day, per hour, per week, per year
ACH Act	*Aboriginal Cultural Heritage Act 2003* (Qld)
AQP	Appropriately qualified person – means a person/s who has professional qualifications, training, skills and experience relevant to the nominated subject matter and can give authoritative assessment, advice and analysis on performance relative to the subject matter using the relevant protocols, standards, methods or literature.
BESS	Battery electrical storage system
Biosecurity Act	*Biosecurity Act 2014* (Qld)
BTRC	Blackall-Tambo Regional Council
BTRC Planning Scheme	*Blackall-Tambo Region Planning Scheme 2020*
CQG	CQ Environmental Pty Ltd (ABN 61 107 574 514) trading as CQG Consulting
DA	Development approval
DAF	Dissolved air flotation
DETSI	Department of Environment, Tourism, Science and Innovation
DNRMMRRD	Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
DPI	Department of Primary Industries
DTMR	Department of Main Roads and Transport
EA	Environmental authority
EMP	Environmental Management Plan (DRAFT)
EP	Equivalent person
EP Act	*Environmental Protection Act 1994* (Qld)
EP Reg	*Environmental Protection Regulation 2019* (Qld)
EPBC Act	*Environment Protection and Biodiversity Conservation Act 1999* (Commonwealth)
EPP	Environmental protection policy

Acronym	Meaning
ERA	Environmentally relevant activity
ETES	Electrical thermal energy storage
FSC	Fauna spotter catcher
GAB	Great Artesian Basin
GBO	General biosecurity obligation
GED	General environmental duty
GES wetland	General environmental significance wetland
GHG	Greenhouse gas
ha	hectares
kg	kilogram
L / kL / ML	Litre / kilolitre / megalitre
kW / MW	Kilowatt / megawatt
LGA	Local government area
mm / m / km / m^2 / m^3	Millimetre, metre, kilometre, square metre, cubic metre
MCU	Material change of use
MNES	Matters national environmental significance
MSES	Matters of state environmental significance
NC Act	*Nature Conservation Act 1992* (Qld)
OPW	Operational works
Planning Act	*Planning Act 2016* (Qld)
Planning Report	Blackall Wool Scour: Planning Report for MCU for Special Industry and Operational Works for Clearing Native Vegetation (Ref: 25011.1, Rev 0, dated 20 February 2026).
PV	Photovoltaic
Qld	Queensland
QWool	Queensland Wool Processors Pty Ltd
QWP	Queensland Wetlands Program

Acronym	Meaning
RE	Regional ecosystem
RPD	Relevant purpose determination
SARA	State Assessment and Referral Agency
SDAP	State Development Assessment Provisions
SMP	Species management program
t	tonnes
The Proposal	Blackall Wool Scour
The Site	Lot 2 on SP351530, a portion of former Lot 1 on SP297043 (164 Evora Road, Blackall, Queensland)
VMA	*Vegetation Management Act 1999* (Qld)
Water Act	*Water Act 2000 (Qld)*
WHSP	Workplace Health and Safety Plan (QWool)
WONS	Weeds of national significance
WRR Act	*Waste Reduction and Recycling Act 2011*
WWBW	Waterway barrier works

DRAFT

1 Introduction

1.1 Background

Australia is a dominant player in the global wool market, producing 20% of the raw (greasy) wool marketed around the world, and being the largest single producing country for fine merino fleece. However, very little of the wool produced has any value-add in Australia, with only one other wool scouring facility in South Australia with an annual processing capacity of 10,000 tonnes (t) of scoured wool and 12,000 t of carbonised wool (AWP 2026). Of the approximately 280,000 t of raw wool produced in Australia per year, over 85% of the total raw merino wool clip is currently processed in China.

Queensland Wool Processors Pty Ltd (QWool), is proposing to establish the Blackall Wool Scour, to process raw wool in the Blackall locality, within the Blackall-Tambo Regional Council (BTRC) local government area (LGA) (the Proposal).

QWool objectives for the Proposal include:

- Process 14,000 tonnes per year (t/yr) of Australian raw merino wool to produce 9,100 t/yr of scoured wool and 1,200 t/yr of wool grease (raw lanolin);
- Establish a new input supply chain from the wool producers to the QWool processing plant to improve efficiency and reduce costs to both the grower and process plant;
- Establish partnerships with customers who will benefit from a significantly simplified logistic chain;
- Future-proof the Australian wool industry from external threats e.g., market closure for raw wool due to foot and mouth disease, break-down of the supply chain through China, introduction of punitive tariffs etc;
- Capitalise on the European Union's requirements to have full product traceability, including environmental credentials and ethical treatment of animals; and
- Drive further regional economic growth and development in Western Queensland.

The BTRC and Queensland Government support the Proposal. BTRC support has been demonstrated through it initiating the first economic study into the viability of a wool processing plant for Blackall, input into site selection and design layout including the reconfiguring the former Lot 1 on SP297043 and resolution to sell a subdivided parcel (Lot 2 on SP351530) to QWool to facilitate the development[1] and arrangement to supply operational water. The Queensland State Government support has been demonstrated through a $940,000 grant to assist QWool with the final stages of planning and feasibility study, with the aim to reach a Final Investment Decision by June / July 2026, including securing relevant approvals[2].

The following approvals will need to be secured prior to commencement of site works for the development:

- A development approval (DA) for a material change of use (MCU) for a special industry under the *Blackall Tambo Region Planning Scheme* (BTRC 2020) (BTRC Planning Scheme); and
- A DA for operational works (OPW) for the clearing of remnant vegetation. The proposed development infrastructure has been determined to meet the relevant requirements of section 22A of the *Vegetation Management Act 1999 (Qld)* (VMA) enabling this application to be lodged.

An MCU for an environmental authority (EA) for the following environmentally relevant activities (ERAs), prescribed under Schedule 2 of the *Environmental Protection Regulation 2019* (Qld) (EP Reg) will also be required prior to commencement of operations:

- ERA 40(2) – Manufacturing or processing, in a year, a total of 100 t or more of scouring or carbonising wool; and
- ERA 63(1a)(i) – operating sewage treatment works, other than no-release works, with a total daily peak design capacity of 21 to 100 equivalent persons (EP).

[1] Under section 236(2) of the *Local Government Regulation 2012 (Qld)* – motion unanimously carried at BTRC General Meeting on 21 January 2026 (Item 5.5: Disposal of Land to QWool) (available at: https://www.btrc.qld.gov.au/files/assets/public/v/2/our-council/documents/minutes/2026/januray-meeting-mintues-unconfirmed.pdf)

[2] Minister for Primary Industries Media Statement: Major investment will back Blackall Woolscour project (dated 4 December 2024, available at: https://statements.qld.gov.au/statements/101676

www.cqgroup.com.au

1.2 Location

QWool has secured the rights to freehold land owned by BRTC at Lot 2 on SP351530 (126 Evora Road, Blackall in Central West Queensland), a portion of former Lot 1 on SP297043 (the Site, refer to **Figure 1.1**) as noted in **Section 1.1**.

The Site is approximately 38.6 hectares (ha) in total and located within the Rural zone under the BTRC Planning Scheme.

The nearest sensitive residential receptor (the Blackall Saleyards caretaker residence) is located approximately 85 metres (m) north of the Site. The nearest residence in the Blackall township is located 850 m to the south-west of the Site (refer to **Figure 1.2**).

The Site is a minimum of one kilometre (km) away from the three existing Blackall artesian drinking water bores, located the Council Depot, Showgrounds and Leek Street (GBA 2024).

1.3 Environmental and cultural values

Vegetation on the Site is mapped as Category B (remnant) vegetation of a least concern regional ecosystem (RE) under the VMA (refer to **Figure 1.3**). The ecological assessment undertaken (CQG 2025a) found the site to be generally consistent with RE 4.5.9 (*Acacia cambagei*, *Archidendropsis basaltica* and mixed species open woodland on Quaternary sand sheets) and RE 4.3.10x1 (Mixed low open woodland to woodland on active levees and Quaternary alluvial plains of major watercourses, including combinations of the species *Archidendropsis basaltica*, *Ventilago viminalis*, *Lysiphyllum gilvum*, *Acacia cambagei*, *Eucalyptus coolabah* and *Atalaya hemiglauca*). However, vegetation was characterised as highly degraded in nature due to historic land use activities (borrow pits, refuse dumping and motorcycle trails) and dominant Buffel grass (*Cenchus ciliaris*) understorey. A shrub layer, where present, is dominated by Prickly acacia (*Mimosa pigra*).

The Map of Queensland Wetland Environmental Values prepared under section 7 of the *Environmental Protection (Wetland and Water Biodiversity) Policy 2019 (Qld)* (EPP (Water and Wetland Biodiversity)) identifies a wetland of general environmental significance (GES) in the south-western portion of the Site. The only matter of state significance (MSES) mapped on the Site is related to this wetland mapping i.e., regulated vegetation (100 m from a wetland) (refer to **Figure 1.4**). The Queensland Government (2026) identifies the mapped area as a palustrine "wetland RE 4.3.13 (habitat)". The ecological survey did not find this RE present on the Site, or any of its indicator species (including *Eragrostis setifolia*, *Marsilea drummondii* and *Chenopodium auricomum*) (CQG 2025a). Site assessments undertaken have found that although the area mapped as a GES wetland is covered by water periodically, it does not meet the biotic or soil criteria as defined by the Queensland Wetlands Program (QWP, Queensland Government 2025a) wetland definition. Rather the mapped area is considered to fall under one of the QWP wetland exclusions i.e., the area is covered by water periodically, but does not meet the biotic or soil criteria (CQG 2025b).

The nearest waterways mapped under the watercourse identification map (*Water Act 2000 (Qld)* (Water Act)) and waterways for waterway barrier works (WWBW) (*Fisheries Act 1994 (Qld)*) are more than two (2) km away from the Site i.e., Barcoo River to the south and Douglas Ponds Creek to the north-east (refer to **Figure 1.5**). The Site is located within a mapped State terrestrial / riparian biodiversity corridor associated with these watercourses, exceeding 12 km in width in the vicinity of the Site.

Bore reports indicate groundwater depths in the area are at least 40 m below ground level (GBA 2024 and Queensland Government 2026).

The Bidjara People filed a Native Title claim over an area intersecting eight LGAs, including the BTRC, on 23 July 2008 (Federal Court File No: QUD216/08) (NNTT 2008 and Queensland Government 2026). As at 31 December 2025, no native title applications or determinations are filed with the Federal Court in the Blackall area (Commonwealth of Australia 2025). No cultural heritage sites are publicly listed as being present on or in the vicinity of the Site based on a Cultural Heritage Database and Register search[3]. QWool has stated that it has consulted with a Traditional Owner representative of the Bidjara People who advised that they have not identified any items of cultural heritage on the Site or immediate surrounds. Further, QWool has advised the Traditional Owner representative has confirmed that there is no record of a wetland being present at the Site in her family's storylines (CQG 2025b).

[3] Cultural Heritage Database and Register Search Report: search report reference number 207822 (Lot 1 on SP297043, 13 February 2026). Provided in the MCU Planning Report (CQG 2026a).

Legend

- The Site (Lot 2 on SP351530)
- Former Lot 1 on SP297043 (164 Evora Rd)
- Land parcels

Roads and tracks

- Highway
- Local

N

Scale 1:7,000 (A3)

0 50 100 200 300

Metres

Coordinate System:

Figure 1.1

QWool

The Site and Surrounds

CQG Consulting
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PO Box 8384, Allenstown 4700
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Project No: 25011
Map No: 25011-12
Revision: Rev 0
12 February 2026

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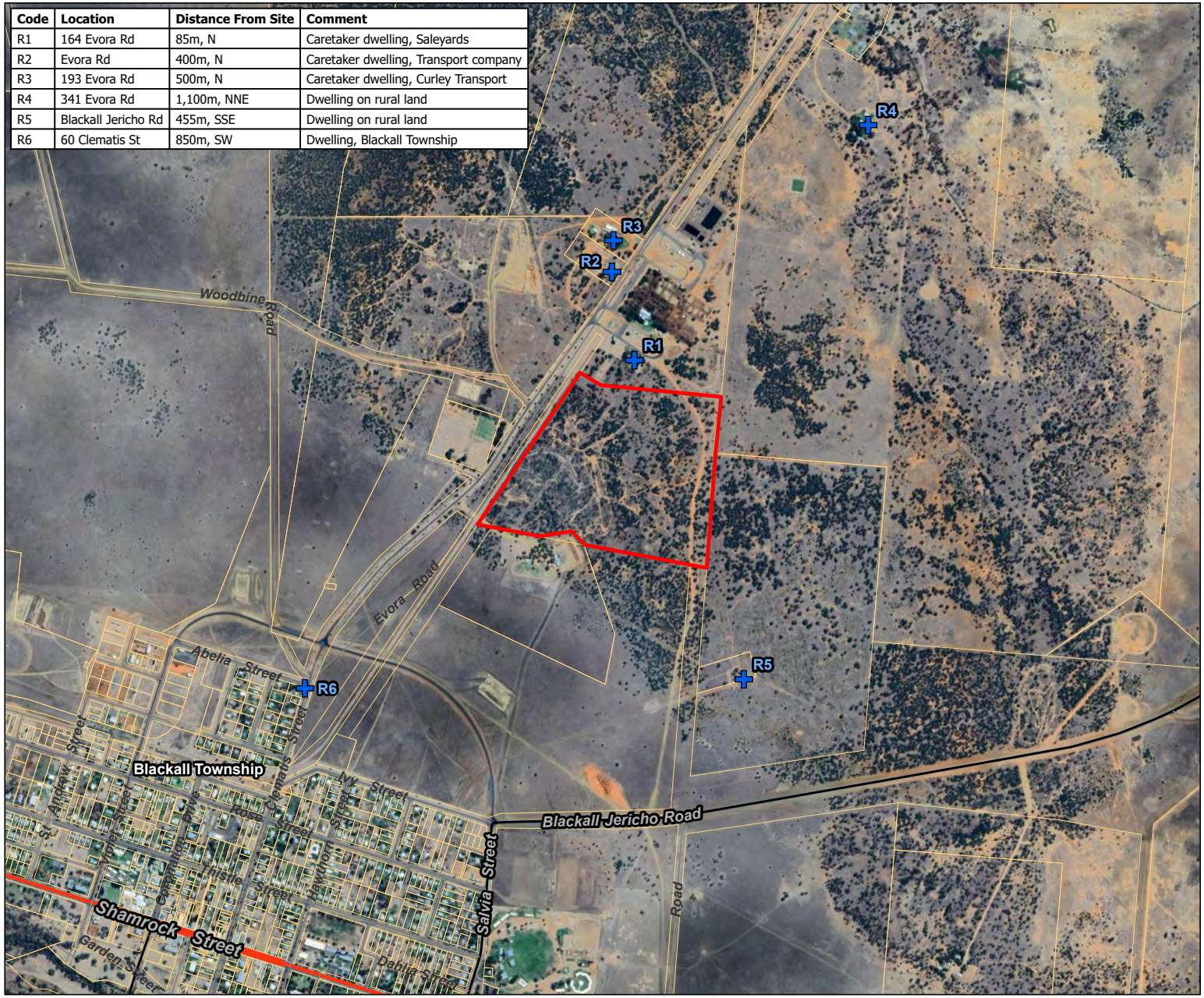
Code	Location	Distance From Site	Comment
R1	164 Evora Rd	85m, N	Caretaker dwelling, Saleyards
R2	Evora Rd	400m, N	Caretaker dwelling, Transport company
R3	193 Evora Rd	500m, N	Caretaker dwelling, Curley Transport
R4	341 Evora Rd	1,100m, NNE	Dwelling on rural land
R5	Blackall Jericho Rd	455m, SSE	Dwelling on rural land
R6	60 Clematis St	850m, SW	Dwelling, Blackall Township



Legend

- Cadastral Boundaries
- The Site
- Nearest sensitive residential receptors

N

Scale 1:12,510 (A3)

0 100 200 400 600

Meters

Coordinate System: GDA2020 MGA Zone 55

Figure 1.2

QWool

Sensitive Residential Receptors

CQG Consulting
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PO Box 8384, Allenstown 4700
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Project No: 25011
Map No: 25011-09
Revision: Rev 0
11 February 2026

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Legend

- The Site
- Cadastral Boundaries

Regional Ecosystem (VMA)

- Least Concern
- Non-remnant

N

Scale 1:4,500 (A3)

0 50 100 200

Metres

Coordinate System: GDA2020 MGA Zone 55

Figure 1.3

QWool

Regional Ecosystems

CQG Consulting
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Project No: 25011
Map No: 25011-10
Revision: Rev 0
11 February 2026

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Legend

- The Site
- MSES regulated vegetation (100m from a wetland)
- Vegetation management wetlands maps
- Cadastral Boundaries

N

Scale 1:4,000 (A3)

0 50 100 200

Metres

Coordinate System: GDA2020 MGA Zone 55

Figure 1.4

QWool

Vegetation management Wetlands map

CQG Consulting
180 Quay Street, Rockhampton Q 4700
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Project No: 25011
Map No: 25011-05
Revision: Rev 0
11 February 2026

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Legend

- The Site
- Wetlands [VMA]

Waterway Barrier Works

- 1 - Low
- 2 - Moderate
- 3 - High
- 4 - Major

Roads and tracks

- Highway
- Secondary
- Local
- Restricted

N

Scale 1:25,000 (A3)

0 200 400 800 1,200

Metres

Coordinate System: GDA2020 MGA Zone 55

Figure 1.5

QWool

Waterways

CQG Consulting
180 Quay Street, Rockhampton Q 4700
PO Box 8384, Allenstown 4700
Ph: +61 7 4922 9252 Fax: +61 7 4922 0195

Project No: 25011
Map No: 25011-11
Revision: Rev 0
12 February 2026

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1.4 Purpose of this Document

This DRAFT Environmental Management Plan (EMP) has been prepared by CQG Consulting (CQG) as a supporting document to the Planning Report for a MCU for the Proposal (CQG 2026) (Planning Report).

The document outlines how the Proposal will be managed in order to address the general environmental duty (GED) under section 319 of the *Environmental Protection Act 1994* (Qld) (EP Act) (refer to **Table 3.1**) and to address a common condition for an EA for prescribed ERAs[4] as follows:

> *The activity must be undertaken in accordance with written procedures that:*
> *a) identify potential risks to the environment from the activity during routine operations and emergencies; and*
> *b) establish and maintain control measures that minimise the potential for environmental harm; and*
> *c) ensure plant, equipment and measures are maintained in a proper and effective condition; and*
> *d) ensure plant, equipment and measures are operated in a proper and effective manner; and*
> *e) ensure that staff are trained and aware of their obligations under the Environmental Protection Act 1994; and*
> *f) ensure that reviews of environmental performance are undertaken at least annually.*

This DRAFT EMP will initially be updated on receipt of relevant approvals (refer to **Section 3**). Thereafter, the EMP will be updated on an as needs basis as outlined at **Section 6**.

DRAFT

[4] Condition PCG010 (G4) in DES (2019)

2 Project description

2.1 Overview of the Proposal

2.1.1 Purpose

The purpose of the Blackall Wool Scour is to future-proof the Australian wool industry from external threats and value-add to the existing raw (greasy) wool market, driving further regional economic growth and development in Western Queensland (refer to **Section 1.1**).

2.1.2 Key elements

The Proposal aims to process 14,000 t per year of Australian raw merino wool to produce 9,100 t of scoured wool and 1,200 t of wool grease (raw lanolin).

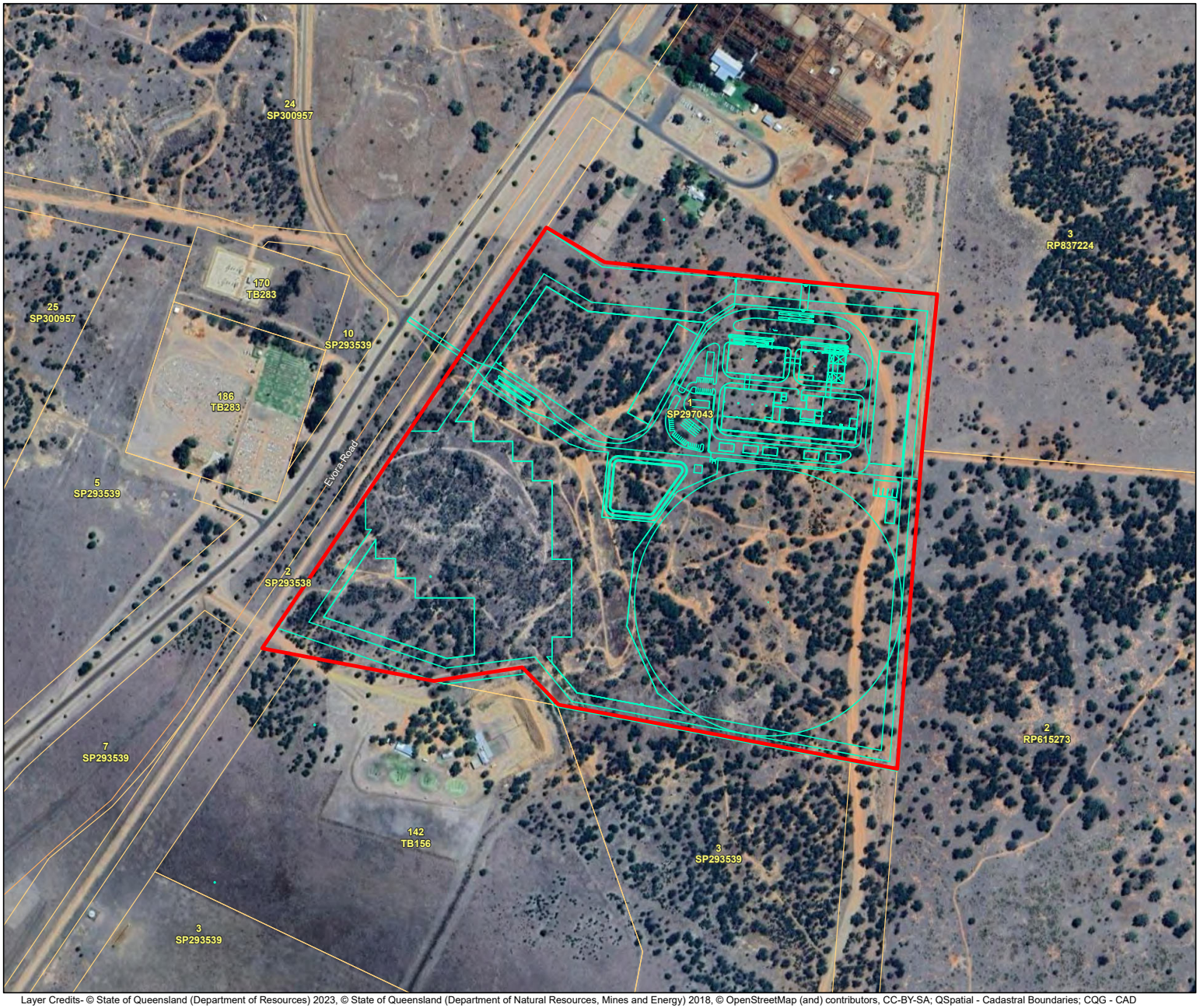
Key elements of the Proposal include:

- Buildings (gross floor area based on the current concept design is approximately 13,800 m^2)[5]:
  - raw wool storage;
  - batch preparation;
  - production area;
  - wool product storage;
  - drum store and despatch;
  - water and services area; and
  - office and amenities.
- Five megawatt (MW) solar power system comprising photovoltaic (PV) panels to supply electrical energy to the Site, with storage available in the following two battery storage systems:
  - lithium-based battery electrical storage system (BESS) of between 10 to 20 MW; and
  - carbon-based electrical thermal energy storage (ETES) of 20 MW (refer to **Section 2.2.2.14.1**).
- Groundwater bore (to be developed on the Site, with ownership retained by BTRC, refer to **Section 2.2.2.14.2**);
- Wastewater treatment system (anaerobic tanks and dissolved air flotation (DAF) unit) and associated irrigation area, including holding pond;
- Access from Evora Road and internal access roads; and
- Other ancillary infrastructure.

Further details on the key elements of the Blackall Wool Scour are summarised in **Section 2.2.2**, and presented in **Figure 2.1**.

DRAFT

[5] Approximate areas provided only, subject to amendment to final detailed design.



Legend

- The Site
- CAD Layout (CDE 12/02/2026)
- Land parcels

N

Scale 1:4,500 (A3)

0 50 100 200

Metres

Coordinate System: GDA2020 MGA Zone 55

Figure 2.1

QWool

Project Layout

CQG Consulting
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Project No: 25011
Map No: 25011-04
Revision: RevA
12 February 2026

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2.2 Details of the Proposal

2.2.1 Construction phase

Construction phase activities will likely include:

- Clearing and grubbing of the operational area i.e., 29.6 ha (refer to **Figure 2.2**);
- Filling and levelling of the Site;
- Establishment of construction access, internal roads and drainage;
- Establishment of a concrete batch plant and preparation of building foundations;
- Delivery of construction materials – building (steel components prefabricated for on-site assembly), then plant and equipment (largely prefabricated off-site for connection on the Site);
- Establishment of key elements on the Site (refer to **Section 2.1.2**);
- Upgrade of construction access and drainage to full design standards prior to operations;
- Commissioning of plant; and
- Removal of construction / commissioning equipment and any surplus materials, and stabilisation of areas outside the permanent operational footprint that were disturbed during construction using hardstand or landscape treatments.

Hours of construction / commissioning that may generate noise at the nearest sensitive receptor will generally be restricted to daytime hours (i.e., Monday to Saturday, excluding public holidays, from 6:30 am to 6:30 pm). However, night works may be required for large concrete pours, or other time sensitive activities, that may generate noise. Nuisance to the nearest sensitive receptors is not anticipated given the Site setting and minimal number or duration of such activities that could potentially warrant work outside standard building work hours and / or days. Construction activities that would not generate a noise nuisance at sensitive receptors (e.g., cabling inside buildings etc) may be conducted outside standard building work hours and / or days.

The Proposal construction phase is estimated to take approximately 18 months. Of this, approximately 12 months is anticipated for site establishment and on-site building construction, and six (6) months for plant assembly, commissioning and other ancillary activities.

The anticipated maximum construction phase staffing levels are to be 30 personnel, with a Construction Manager and Site Supervisor engaged to oversee activities. A pump-out system for amenities, with waste removed from the Site by a licensed service provider, will be used during the construction phase.

It is anticipated that long load deliveries will be required during the delivery of construction materials (e.g., for building steel trusses etc), however, no wide or heavy loads. Transport of any such loads will be undertaken by appropriately licenced heavy vehicle operators in accordance with BTRC, Department of Main Roads and Transport (DTMR) and / or Queensland Police requirements.

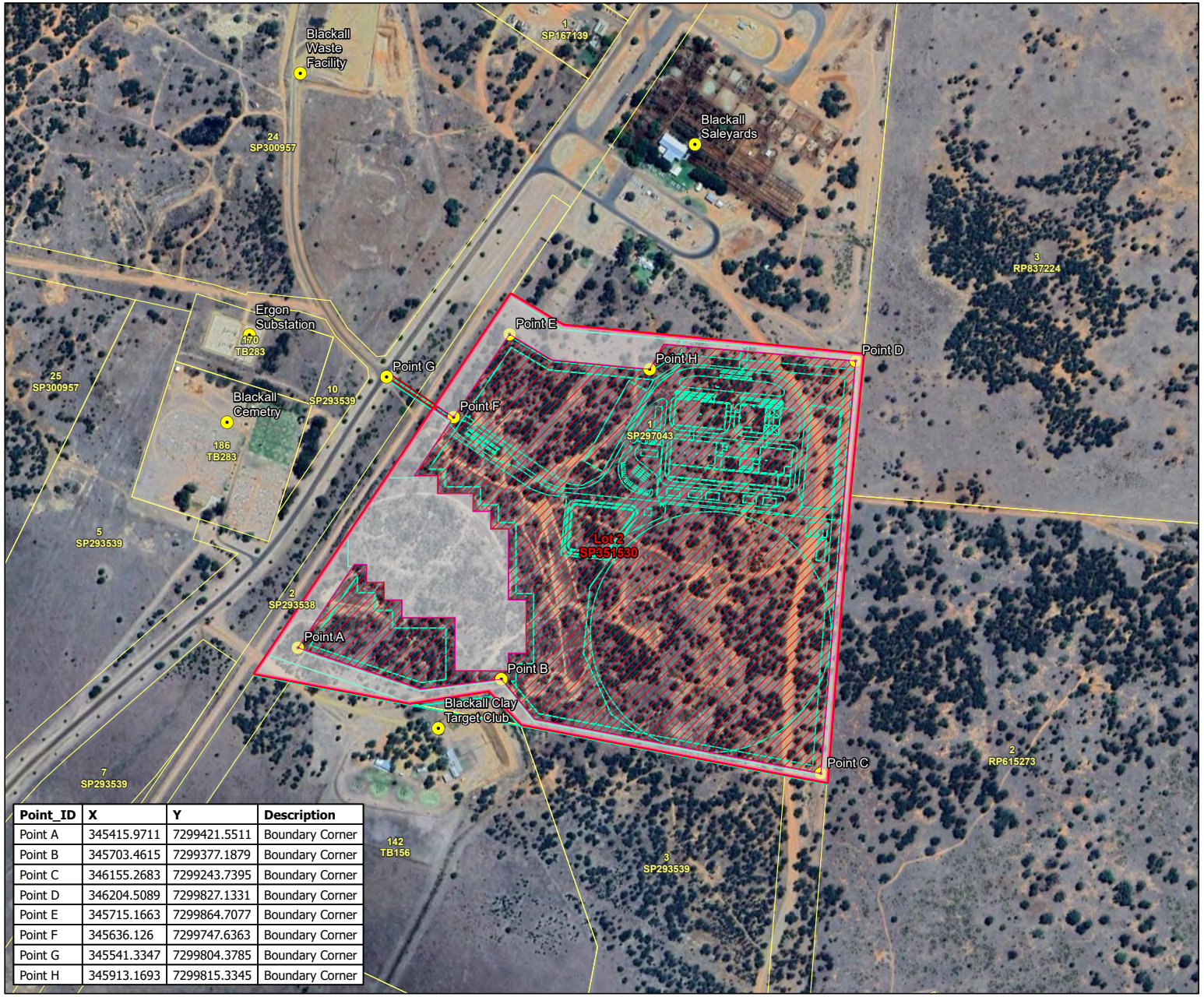
2.2.2 Operations phase

2.2.2.1 Overview

The key process stages of the wool scour operation area as follows:

- Raw wool receival;
- Raw wool storage;
- Batch preparation;
- Raw wool blending;
- Wool scouring;
- Wool drying;
- Dust extraction;
- Wool product baling; and
- Wool product storage and despatch.

These stages and critical ancillary systems (wool grease extraction, waste management, site traffic and utilities) are described in more detail in the following sections.



Point_ID	X	Y	Description
Point A	345415.9711	7299421.5511	Boundary Corner
Point B	345703.4615	7299377.1879	Boundary Corner
Point C	346155.2683	7299243.7395	Boundary Corner
Point D	346204.5089	7299827.1331	Boundary Corner
Point E	345715.1663	7299864.7077	Boundary Corner
Point F	345636.126	7299747.6363	Boundary Corner
Point G	345541.3347	7299804.3785	Boundary Corner
Point H	345913.1693	7299815.3345	Boundary Corner

Legend

- The Site (Lot 2 on SP351530)
- CAD Layout (CDE 12/02/2026)
- Clearing Extent: *29.57 ha**
- Remainder (Vegetation Retention): *9.00 ha*
- Land parcels

**excludes 0.05 ha for access outside Lot 2 on SP351530*

N

Scale 1:5,000 (A3)

0 50 100 200

Metres

Coordinate System: GDA2020 MGA Zone 55

Figure 2.2

QWool

Clearing Extent

CQG Consulting
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Ph: +61 7 4922 9252 Fax: +61 7 4922 0195

Project No: 25011
Map No: 25011-06
Revision: RevA
12 February 2026

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Operational activities will be undertaken 24 hours a day, 7 days a week, although some activities (e.g., truck loading and unloading will be restricted to the day shift). The plant will be productive for approximately 300 days per year, noting the following routine shut-down periods are anticipated:

- Holiday closure and / or extended scheduled maintenance for approximately six weeks per year (i.e., 42 days); and
- For the remaining 46 weeks per year the process will be shut-down for one 12 hour shift per week to enable routine maintenance (i.e., approximately 23 days).

On weekdays there may be up to 25 people on the Site, with an Operations Manager and Site Supervisor overseeing standard business hour operations. During weekends and night shifts staffing numbers will reduce to approximately seven people, with the Site Supervisor overseeing operations at this time.

The minimum design life of the Proposal is 30 years, based on an ongoing maintenance program with mechanical and other key plant components identified for replacement at scheduled frequencies, dependent on the degree of wear and technological advances.

2.2.2.2 Stage 1: raw wool receival

Raw wool will be delivered to the Site by four to ten heavy vehicles per week, generally Type 2 road trains (A – triple). These deliveries will be managed to ensure a constant feedstock for continuous processing.

On arrival, wool is weighed, inspected, and tagged for traceability before being moved to storage.

Inputs: on average 1,620 bales of raw wool per week.

Outputs: raw wool tagged and moved to Stage 2.

2.2.2.3 Stage 2: raw wool storage

The raw wool will be stored in a wool store that serves as a buffer zone, decoupling the variability of incoming deliveries (Stage 1) from the constant throughput of processing lines (Stage 3). Wool may remain here temporarily depending on demand and batch configuration.

Inputs: on average 1,620 bales of raw wool per week from Stage 1.

Outputs: raw wool feed into Stage 3.

2.2.2.4 Stage 3: batch preparation

When production demands increase, wool will be retrieved from storage and allocated into batches. The batch preparation stage will organise wool by quality, grade or customer specification, ensuring homogeneity in downstream treatment. This stage is crucial for maintaining consistency in scouring outcomes.

Inputs: on average 1,620 bales of raw wool per week from Stage 2.

Outputs: organised batches feed into Stage 4 (daily batches depending on demand).

2.2.2.5 Stage 4: raw wool blending

Multiple batches will be blended to form a standard feed for scouring, reducing variability and improving the efficiency of detergent and thermal treatment during scouring.

Inputs: prepared wool batches from Stage 3.

Outputs: blended wool stream feed into Stage 5 and dry soil (minimal, refer to **Section 2.2.2.12.1**).

2.2.2.6 Stage 5: wool scouring

Blended wool will enter the scour, a multistage washing system containing seven “bowls”. Each bowl will use either fresh or recycled water to remove soil, suint (sheep sweat), wool grease (raw lanolin), and other soluble or suspended impurities.

Typical target temperatures will range from 30°C in Bowl 1 to 63°C in subsequent bowls. Water and energy use will be improved through recycling loops. Thermal energy will be supplied by energy from the groundwater used, electrically driven heat pumps and a thermal battery which will be charged by a PV panel array.

Inputs: blended wool (design capacity up to 48 tonnes per day (t/d)) from Stage 4, energy (refer to **Section 2.2.2.14.1**) and water (refer to **Section 2.2.2.14.2**).

Outputs: clean wool feed into Stage 6 and greasy water and soil feed into their respective management systems (refer to **Section 2.2.2.12**).

2.2.2.7 Stage 6: wool drying

Following scouring, the clean, wet wool will enter an industrial drying system, heating it in stages from ambient to 80°C. This system will rapidly evaporate residual moisture at the rate of about one kilolitre (kL) per hour while protecting fibre integrity.

Inputs: wet wool from Stage 5 and hot air (refer to **Section 2.2.2.14.1**).

Outputs: dry wool feed into Stage 7 (daily batch equivalent to incoming wool from Stage 5).

2.2.2.8 Stage 7: dust extraction

After drying, the wool will be subjected to mechanical agitation to remove any remaining embedded dry dust, soil or fine particulate matter. The duster stage will improve product purity and prepare the wool for baling.

Inputs: dry wool from Stage 6.

Outputs: dust-free wool and dry soil (minimal, refer to **Section 2.2.2.12.1**).

2.2.2.9 Stage 8: wool product baling

Clean, dry and dust-free wool will be compacted into bales using hydraulic presses. Each bale will be wrapped in protective packaging, including strapping and bags designed for optimal transport and storage, and weigh approximately 200 kilograms (kg).

Inputs: dust-free wool from Stage 7 and bale straps and bags (approximately 940/d and 134/d respectively).

Outputs: wool bales (90 bales per trailer with three trailers per truck, on average 1,100 bales/wk).

2.2.2.10 Stage 9: wool product storage and despatch

Baled wool will be stored in a separate storage area designed to handle several days of output. This area will be used to ensure batch traceability and manage customer-specific orders.

Stored bales are to be loaded into shipping containers for delivery to market, with transport configurations to maximise trailer fill efficiency.

Inputs: on average 1,100 bales per week from Stage 8.

Outputs: dispatched product on average 1,100 bales per week (or approximately four trucks per week, refer to **Section 2.2.2.13**) dependent on market demand and batching frequency.

2.2.2.11 Wool grease extraction

Greasy water flows from the wool scour (Stage 5) are to be routed into a secondary treatment stream. The first stage will be soil extraction, where sediment and non-grease solids are mechanically separated for disposal or processing (refer to **Section 2.2.2.12.1**).

The clarified liquid stream will undergo grease separation to isolate recoverable wool grease (raw lanolin). This will yield approximately 3.5 t/d of recoverable grease and an equal mass of non-recoverable (oxidised) grease.

Recovered grease will be pumped into 200 litre (L) drums (approximately 20 per day) and palletised (approximately five pallets per day). Palletised grease will be temporarily stored on the Site in shipping containers (6 metres in length, able to store 20 pallets), with on average one truck (taking two shipping containers) movement per week (or a maximum two trucks per week).

Non-recoverable grease will be sent to water treatment in solution (refer to **Section 2.2.2.12.2**).

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2.2.2.12 Wool scour waste management

2.2.2.12.1 Soil

Soil will be separated and collected for managed disposal at an average rate of 47 t/wk.

Post-commissioning, QWool propose to conduct a trial for a future on-site soil conditioning plant aimed at addressing general biosecurity obligation (GBO) requirements under the *Biosecurity Act 2014 (Qld)* (Biosecurity Act) and GED under the EP Act (refer to **Section 1.4** and **Section 3**).

Following the completion of a successful trial, material may be available for reuse by others off-site. Prior to distributing any material off-site, an amendment to the Proposal EA would be sought to include ERA 53(a): Processing more than 200 t organic material in a year by composting.

In the interim, this material would be used as a soil conditioner on-site (part of the trial for future off-site application)[6] and / or disposed of at the nearby Blackall Waste Facility.

2.2.2.12.2 Water

Wastewater from the wool scour (Stage 5, producing on average 0.02 megalitres per hour (ML/hr)) will be first screened for reusable water. A filtration and sedimentation process will separate recoverable process water, which will then be looped back into the scour to minimise demand for water supplied from the on-site bore.

Residual water that cannot be reused will be directed to one of three wastewater streams from different parts of the wool scour (Stage 5) as follows:

- The cold bowl (1 and 2, approximately 30°C) stream will have the soil removed from it (refer to **Section 2.2.2.12.1**) then, subject to further trials of a reverse osmosis plant or similar post-commissioning will have potassium salts removed as another valuable byproduct of the process (and other salts to protect downstream assets), before irrigating. In the interim, wastewater will go direct to the holding pond for irrigation;
- The hot bowl (3 and 4, approximately 65°C) stream will have soil removed from it (refer to **Section 2.2.2.12.1**), then go to an anaerobic tank then a DAF to reduce biological load before being directed to the holding pond, available for irrigation; and
- The rinse bowl (5 to 7, approximately 50°C) stream will mostly be returned to earlier bowls in the scour. A small quantity of this water will go direct to the holding pond, available for irrigation.

The model prepared by WCG (2025) indicates these scour wastewater streams can sustainably be applied to land on or in the vicinity of the Site, under the following conditions:

- A minimum nine (9) ha irrigation area is available – an area has been allocated on-site (refer to **Figure 2.1**);
- A Rhodes pasture crop is recommended due to its high nutrient uptake, water use and fodder quality. Other pastures can be mixed in if desirable, including managing temperature stress on Rhodes grass during the winter season; and
- Maximum loading rates of:
    - nitrogen – 1,686 kg/ha/yr;
    - phosphorus – 215 kg/ha/yr; and
    - biological oxygen demand – 5,800 kg/ha/yr.

The irrigation area allows for beneficial reuse of treated wastewater from the wool scour with the production of a fodder crop with greater than 80% of nutrients provided in the form of protein to cattle or sheep. In addition, the site soils provide the opportunity to maximise residual nitrogen removal via denitrification. The presence of a fragipan at 800 millimetres (mm) depth also provides an impermeable barrier to deep drainage and disconnect with aquifers below the irrigation area.

[6] The use of soil conditioner on the Site would be subject to an exemption under ERA 53 which does not include the composting of organic material from agriculture or livestock production if the organic material is either— (i) composted at the site where it was produced or (ii) transported to another site, where agriculture or livestock production is carried out, and composted at that site. Composting of organic material includes the mixing the organic material to manufacture a soil conditioner.

2.2.2.13 Site traffic

Heavy vehicle activity will include inbound trucks transporting raw wool primarily from south-east Queensland (Brisbane and Toowoomba wool warehouses), with additional supply from properties located north-west of Blackall. It is expected that approximately four to ten Type 2 road trains (A-triple) per week will transport around 1,620 raw wool bales to the Site.

Outbound trucks will transport processed wool to the Port of Gladstone and Port of Brisbane, averaging four Type 1 road trains (A-double) per week carrying approximately 1,100 scoured wool bales, plus two wool grease B-Double trucks per week. Ancillary movements will include staff and service delivery vehicles, with occasional semi-trailers delivering pallets and empty drums (approximately every six weeks).

The facility will incorporate on-site car parking, heavy vehicle manoeuvring areas, waste servicing arrangements, and a general internal circulation layout. Vehicles will access the site via a new access point off Evora Road.

2.2.2.14 Site utilities

2.2.2.14.1 Energy

To reduce greenhouse gas (GHG) emissions and reliance on grid-supplied electricity, energy for the Proposal will be provided via a five megawatt (MW) solar power system, comprising PV panels.

The Proposal will utilise two major electricity usage loads during operations i.e., electrical and thermal loads as described further below.

Electrical loads

The electrical infrastructure has been designed to support a wide range of process equipment, lighting, general power and control systems across the facility.

This installation will be supported by a BESS (located adjacent to the PV array), enabling power smoothing and backup capability during outages and for evening and night-time demand.

The Site will also have a back-up connection to the Ergon system in the non-routine case insufficient power is generated or stored on the Site to meet production demands (e.g., continuous cloudy days).

Projected operational electrical loads are approximately 500 kilowatts (kW).

Thermal loads

Thermal energy is a critical element for the following operational stages of the Proposal:

- Wool scour (Stage 5) – requires water temperatures to be carefully controlled across a multistage washing system containing seven bowls. Each bowl will use either fresh or recycled water, of temperatures ranging between 30°C to 65°C; to remove soil, suint, wool grease and other soluble or suspended impurities; and
- Wool drying (Stage 6) – following scouring the wet wool will enter an industrial drying system, heating it in stages from ambient to 80°C to rapidly evaporate residual moisture while protecting fibre integrity. The drying system will comprise up to ten high-capacity fans moving 178,000 cubic metres per hour (m^3/hr) of air (mixture of fresh and recycled air for energy efficiency). There will be a low-grade energy recovery system on the dryer exhaust.

The wool scour (Stage 5) would consume 0.02 ML/hr of water. Heating requirements range from 1,000 kW to over 2,500 kW depending on the incoming raw wool cleanliness, ambient temperature / humidity and stage-specific heat recovery performance.

Thermal efficiency will be maximised across the scouring operation through use of warm incoming process water (Great Artesian Basin (GAB) groundwater source water temperature approximately 62°C, refer to **Section 2.2.2.14.2**) and heat transfer via heat exchangers, where practicable. High coefficient of performance (ratio of heat input to electrical energy output) heat pump systems will be used for extraction of heat, and insulated water tanks will be used as the primary method of this energy storage (acting as a type of “heat battery”).

The wool drying (Stage 6) energy will be supplied by an ETES (located in the water and services area) which takes power from the PV array and converts it immediately into heat and stores the heat in a carbon block battery.

2.2.2.14.2 Water

The wool scour (Stage 5) would consume 0.02 ML/hr of water, with other minor volumes required for the Site amenities and maintenance activities.

BTRC will supply QWool up to 0.50 ML/d based on a maximum flow rate, noting production water will be recycled in the wool scour where possible to minimise demand. It is anticipated that the maximum usage will not exceed 160 ML/yr. BTRC will secure all approvals for, and retain ownership and access to, the bore which will be developed on the Site and draw from their existing GAB water allocation.

QWool will provide an easement in favour of BTRC for the location of and access to this new bore on settlement, subject to securing relevant approvals and agreements for the Proposal.

2.2.3 Decommissioning phase

The minimum life span of the wool scour operation is expected to be 30 years. A determination will be made closer to this date as to whether the use will be extended beyond this period, or decommissioned and rehabilitated.

Prior to decommissioning QWool will confirm the final land use in consultation with a future owner/s and the BTRC. Given the Site context (refer to **Figure 1.1**), it is expected this will require the Site to be left in a fit state suitable for future industry associated with rural production consistent with the BTRC rural zone objectives. In any case, the Site must be left safe, stable and non-polluting.

The current decommissioning plan would involve:

- Removal of all specific QWool infrastructure, equipment and waste materials to ensure no sources of ongoing environmental harm or nuisance. Safe, stable and non-polluting hardstand or sealed surfaces, and non-specific QWool infrastructure including buildings, service connections etc, may be retained in consultation with the future landholder; and
- The acceptance criteria for handover to the landholder assumes the Site has been assessed as safe, stable and non-polluting by an appropriately qualified person (AQP).

No progressive rehabilitation can occur during operations, with rehabilitation works only to commence in the decommissioning phase.

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3 Regulatory context

The Proposal is defined as a special industry within the rural zone under the BTRC Planning Scheme, which is an impact assessable development subject to public notification. BTRC will be the assessment agency for the use and the State Assessment and Referral Agency (SARA), will be a referral agency for the concurrence ERA (ERA 40(2)) that is also an application for an EA in accordance with Chapter 5 of the EP Act.

The EMP will be reviewed and updated, as required, on receipt of approval conditions and thereafter in accordance with **Section 6.**

Key environmental legislation considerations for the Proposal are listed in **Table 3.1**.

Table 3.1: Key environmental legislation

Legislation	Summary
Commonwealth	
Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) Administering authority: Department of Climate Change, Energy, the Environment and Water	The objective of the EPBC Act is to establish an assessment and approval framework for activities that have the potential for significant environmental impacts on matters of national environmental significance (MNES). No MNES flora or fauna were observed during the ecological investigation in February 2025 (results reported in CQG 2025a). Habitat on the Site at the time of the inspection was characterised as highly degraded in nature due to historic land use activities (borrow pits, refuse dumping and motorcycle trails) and dominant Buffel grass (*Cenchus ciliaris*) understorey. No significant impact on MNES identified as likely or possible to occur on the Site (i.e., Koala, Pink cockatoo, Southern whiteface, Grey falcon and Painted honeyeater) is considered likely given the non-preferred habitat provided on the Site and the immediate surrounds, and the very transient manner in which the Site might be used by such species, if at all. A vegetated buffer will be maintained along all site boundaries. The mapped wetland in the south-western portion of the Site will also be retained, noting site investigations determined that the area does not meet the biotic or soil criteria of the QWP (refer to **Section 1.3**).
State	
Aboriginal Cultural Heritage Act 2003 (ACH Act) Administering authority: Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	The ACH Act aims to provide effective recognition, protection, and conservation of Aboriginal cultural heritage. Implementation of the ACH Act protects all indigenous cultural heritage in Queensland, whether or not it has been recorded in a database. All works must be undertaken in accordance with the cultural heritage duty of care: A person who carries out an activity must take all reasonable and practicable measures to ensure the activity does not harm Aboriginal or Torres Strait Islander cultural heritage. No cultural heritage sites are publicly listed as being present on or in the vicinity of the Site based on a Cultural Heritage Database and Register search (refer to **Section 1.3**). QWool has stated that it has consulted with a Traditional Owner representative of the Bidjara People who advised that they have not identified any items of cultural heritage on the Site (refer to **Section 1.3**).

Legislation	Summary
	Consistent with the cultural heritage duty of care, QWool is required to report unexpected finds to the Bidjara People for the group to determine the appropriate action. Failure to comply with the duty of care is an offence, including unlawfully harming, excavating, relocating, taking away and possessing indigenous cultural heritage.
Biosecurity Act 2014 (Biosecurity Act) Administering authority: Department of Primary Industries (DPI)	The Biosecurity Act provides a biosecurity system framework which aims to minimise biosecurity risk and facilitate responses to biosecurity impacts. Under the Biosecurity Act a general biosecurity obligation (GBO) is placed on all persons to undertake all reasonable and practicable measures to prevent or minimise biosecurity risk. Additionally, the movement of biosecurity matter must comply with movement restrictions associated with each relevant biosecurity zone, and biosecurity instrument permits are required for the movement of biosecurity matter which cannot comply with movement restrictions. The following Category 3 restricted invasive flora species listed under the Biosecurity Act and weeds of national significance (WONS) under the Australian Weeds Strategy (DAWR 2017) were recorded on the Site during the ecological investigation: • Mimosa (*Mimosa pigra*); and • Prickly pear (*Opuntia tormentosa*). A person must not distribute a Category 3 invasive plant either by sale or gift, or otherwise releasing it into the environment.
EP Act Administering authority: Department of Environment, Tourism, Science and Innovation (DETSI)	The objective of the EP Act is to protect Queensland's environment while allowing for development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends (ecologically sustainable development). The three primary environmental duties that apply to everyone in Queensland are: • GED – a person must not carry out any activity that causes, or is likely to cause environmental harm, unless all reasonable and practicable measures to prevent or minimise the harm have been taken. Environmental harm is defined in Section 14 of the EP Act as any adverse effect, or potential adverse effect (whether temporary or permanent and of whatever magnitude, duration or frequency) on an environmental value and includes environmental nuisance; • Duty to restore the environment – where an incident involving contamination of the environment has occurred, a person must, as soon as reasonably practicable after the incident happens, take measures, as far as reasonably practicable, to rehabilitate or restore the environment to its condition before the harm; and • Duty to notify of environmental harm – a person must inform the administering authority and landowner or occupier when an incident has occurred that may have caused or threatens serious or material environmental harm that is not authorised. The EP Act regulates activities that will or may have the potential to cause environmental harm and prescribes several mechanisms to ensure that objectives are met. The Proposal involves two prescribed ERAs under Schedule 2 of the EP Reg that will require an approved EA to commence, as follows:

Legislation	Summary
	• ERA 40(2) – Manufacturing or processing, in a year, a total of 100 t or more of scouring or carbonising wool; and • ERA 63(1a)(i) – operating sewage treatment works, other than no-release works, with a total daily peak design capacity of 21 to 100 EP. ERA 40(2) is a concurrence ERA which is a trigger for assessment against the Planning Act for the use. SARA is the assessment manager for the concurrence ERA against the State Development Assessment Provisions (SDAP), and in particular State Code 22: Environmentally relevant activities. The following environmental protection policies (EPPs) have been made under section 26 of the EP Act to identify values and objectives for the specified aspect: • EPP (Air); • EPP (Noise); and • EPP (Water and Wetland Biodiversity). The Map of Queensland Wetland Environmental Values prepared under section 7 of the EPP (Water and Wetland Biodiversity) identifies a wetland of general environmental significance (GES) in the south-western portion of the Site (refer also to VMA comments below, and **Section 1.3** for further information).
Fisheries Act 1994 Administering authority: DPI	The objective of the *Fisheries Act 1994* is to provide for the use, conservation and enhancement of the community's fisheries resources and fish habitat. There are no waterways under the *Fisheries Act 1994 (Qld)* mapped within 2 km of the Site, therefore works will not entail WWBW. Refer to **Figure 1.5** for the location of these waterways with respect to the Proposal.
Nature Conservation Act 1992 (NC Act) Administering authority: DETSI	The NC Act is the primary legislation governing the protection and management of native wildlife, habitat and protected areas in Queensland. The protected plants flora survey trigger map identifies high risk areas for protected plants to occur and must be used to determine whether a targeted flora survey is required for a particular area. The Site is not located within the protected plants flora survey trigger map area. No threatened flora or fauna was observed on the Site during the ecological investigation in February 2025, although non-preferred habitat may be available to fauna species identified as likely or possible to utilise the Site (refer to EPBC Act comments, noting the Pink cockatoo is not listed under the NC Act). No animal breeding places were recorded during the during the ecological investigation in February 2025. Should animal breeding places be observed during pre-clearance surveys (or otherwise) that need to be disturbed, a species management program (SMP) must be obtained and implemented. Dependent upon the species to be disturbed, either a low risk SMP (least concern species only), or a high risk SMP (all protected wildlife) may be required.
Planning Act Administering authority: BTRC	The Planning Act provides an efficient, effective, transparent, integrated, coordinated and accountable system of land use planning and development assessment to facilitate the achievement of ecological sustainability. The Site is within the BTRC LGA. The BTRC Planning Scheme has been developed to regulate land use planning and development assessment in the

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Legislation	Summary
	BTRC LGA in accordance with the *Planning Act 2016*. A DA for an MCU will need to be secured to conduct the use (refer to BTRC Planning Scheme comments). The Planning Act is triggered for an assessment of the concurrence ERA 40(2) under the EP Reg. A DA for an MCU and EA will need to be secured to conduct the concurrence ERA (refer to EP Act comments). SARA will be a referral agency for the concurrence ERA. The Planning Act would also be relevant if there are any triggers under the VMA or *Fisheries Act 1994*. See those sections for further detail in this regard.
Transport Infrastructure Act 1994 Administering authority: SARA and BTRC	The objectives of the *Transport Infrastructure Act 1994* are to provide a regime that allows for and encourages effective integrated planning and efficient management of a system of transport infrastructure The Proposal will transport more than 10,000 t/yr of product (9,100 t processed wool and 1,200 t wool grease) on State-controlled roads triggering assessment against SDAP State Code 6: Protection of state transport networks. SARA is the assessment manager against the SDAP, with DTMR the referral agency for impacts related to state-controlled roads including the Landsborough and Capricorn Highways. BTRC is responsible for local roads (refer to Local Laws comments).
Vegetation Management Act 1999 (VMA) Administering authority: SARA / BTRC	The objective of the VMA is to regulate the clearing of vegetation in a way that conserves remnant of concern regional ecosystems. The Queensland Herbarium regulated vegetation management map shows the vegetation category areas which are used to determine if clearing of native vegetation is considered assessable development requiring a permit. Vegetation on the Site is mapped as Category B (remnant) vegetation of a least concern RE under the VMA (refer to **Figure 1.3**). The ecological assessment undertaken found the vegetation to be generally consistent with the mapping, however, vegetation was characterised as highly degraded in nature due to historic land use activities (borrow pits, refuse dumping and motorcycle trails) and dominant Buffel grass (*Cenchus ciliaris*) understorey. A vegetated buffer will be maintained along all site boundaries. The mapped GES wetland (refer to response to EP Act above) is aligned with the VMA wetland mapping. The mapped wetland will also be retained, although not the 100 m buffer from the wetland forming part of the mapped MSES (refer to **Figure 1.4**), noting site investigations determined that the area does not meet the biotic or soil criteria of the QWP. Refer to **Section 1.3** for further information. Prior to lodgement of the development application with BTRC, a relevant purpose determination (RPD) was sought for the clearing of native vegetation. Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) confirmed that the proposed infrastructure constitutes "relevant infrastructure activities" under section 22A(2)(d) of the VMA. Obtaining the RPD prior to lodgement was necessary to ensure the proposed clearing could proceed as assessable development under the *Planning Regulation 2017 (Qld)*, rather than being categorised as prohibited development. BTRC is the assessment manager under the BTRC Planning Scheme OPW code and SARA against the SDAP, and in particular State Code 16: Native Vegetation Clearing.

Legislation	Summary
Waste Reduction and Recycling Act 2011 (WRR Act) Administering authority: DETSI	The objective of the WRR Act is to establish a framework for waste management and resource recovery practices in Queensland. It promotes the waste hierarchy i.e., avoid, reduce, reuse, recycle, recover and treat, with disposal only considered when there is no viable alternative. Waste generated by the Proposal is to be managed in consideration of the waste hierarchy and in accordance with requirements under the EP Act. In particular, the Proposal includes the following initiatives: • Wastewater use for irrigation of the Site; • Soil extracted from the wool to be used as an on-site soil conditioner; and • Further trials proposed following commencement of operations i.e., soil conditioner trial for potential off-site application and potassium salt extraction from scour water to develop another valuable byproduct of the process. Refer to **Section 2.2.2.12**.
Water Act 2000 Administering authority: DETSI	The objective of the Water Act is to provide a framework for the sustainable management and efficient use of Queensland's water resources. There are no waterways mapped on the watercourse identification map under the Water Act mapped within two (2) km of the Site, consistent with waterways for WWBW (as discussed in relation to the *Fisheries Act 1994)* (refer to **Figure 1.5**). Overland flow water that is collected within the operational area may be used where available and practicable. In accordance with section 97 of the Water Act, overland flow of water may be collected and retained as part of the Proposal to satisfy the requirements of the EA under the EP Act. Groundwater to be used by the Proposal will be supplied by BTRC under their existing GAB water allocation. Use will be undertaken in accordance with the agreement with BTRC (refer to **Section 2.2.2.14.2**).
Local	
BTRC Planning Scheme Administering authority: BTRC	The Proposal is defined as a special industry within the rural zone under the BTRC Planning Scheme, which is an impact assessable development. A DA for an MCU will need to be secured to conduct the use (refer to Planning Act comments). DA for OPW for clearing native vegetation will need to be assessed against the BTRC OPW code (refer to VMA comments).
Local laws Administering authority: BTRC	The *Local Government Act 2009* (Qld) allows for councils to create laws and regulate specific matters within their LGA in accordance with their function or power under the Act. BTRC has various local laws that will apply to the development e.g. related to community and environmental management and local government controlled roads. BTRC will need to be consulted with regards to impacts on their roads; including Evora Road and the Blackall-Jericho Road.

Once QWool receive relevant approvals, this EMP will be updated to reflect the respective approval conditions.

4 Management System

4.1 Site responsibilities

All personnel are responsible to ensure the GED under the EP Act (refer to **Section 3**).

The key roles and responsibilities under the EMP to meet the GED are outlined in **Table 4.1**.

Table 4.1: Roles and Responsibilities

Role	Responsibility
Construction / Operations Manager	The Construction / Operations Manager will be responsible for overseeing the EMP performance, and shall: • Have in place all relevant approvals to allow the works to proceed; • Ensure the operational team is adequately resourced to implement the EMP; • Ensure appropriately qualified / competent personnel are engaged to conduct operational activities and / or engage external technical support, as required; • Ensure personnel are trained and aware of their obligations under the EMP, EP Act, GED, GBO, cultural heritage duty of care and site-specific approvals (DA and EA); • Lead annual management performance reviews and authorise material amendments to the EMP; and • Notify BTRC, DETSI and other external stakeholders, as required.
Site Supervisor	The Site Supervisor will be responsible for implementing the EMP on a day-to-day basis, and shall: • Ensure personnel are familiar with the site-specific requirements and comply with the EMP, EP Act, GED, GBO, cultural heritage duty of care and site-specific approvals (DA and EA); • Coordinate ongoing reviews of compliance with the EMP, including site inspections and audits; • Sign off on any site approvals required for works e.g. ground disturbance permit, permit to dig, hot work permit etc; • Coordinate near miss, incident, non-compliance, emergency and complaint corrective actions, reports and investigations, and on-report to the Construction / Operations Manager, as required; • Oversee corrective and preventative actions; and • Assist the Construction / Operations Manager with performance reviews and notifications to external stakeholders, as required.
All personnel	All personnel (including contractors) are responsible for working in accordance with the EMP and reporting any near-misses, incidents, non-compliances and complaints.

4.2 Competence, training, and awareness

Personnel employed, including contract personnel, are to be deemed competent in their role(s), with the relevant qualifications, skills and experience (e.g., licences / tickets, as required).

All personnel (including contractors) will complete a site safety and environmental induction. The induction will include an overview of their obligations under the GED, GBO, cultural heritage duty of care (refer to **Section 3**) and this EMP. The induction will also outline incident / complaint / hazard communication and reporting protocols, correct use of emergency equipment and consequences for non-conformances.

Pre-start and toolbox talks will be held routinely. These meetings will offer the opportunity to periodically refresh the workforce on their GED and associated EMP obligations as well as provide status updates on any environmental near misses, incidents, non-compliances or complaints reported. They also provide the opportunity for the workforce to raise environmental concerns and identify opportunities for improvement.

The Construction / Operations Manager and Site Supervisor will be provided with further training regarding the implementation of the EMP, if necessary.

Records of all qualifications, inductions, pre-start meetings, toolbox talks and other training provided will be maintained.

4.3 Incident management

4.3.1 Incident recording

Management of near-misses, incidents, non-compliances and emergencies is important to reduce the risk of the hazard occurring, or the severity of the hazard where it has occurred, to the environmental, cultural heritage or social values of the Site.

In relation to the Proposal these may be defined as:

- A near-miss is any event that could have resulted in an injury or illness to people, danger to health, and / or damage to property or the environment;
- An incident is any event that has resulted in an injury or illness to people, danger to health, and / or damage to property or the environment; and
- An emergency is a major incident that requires an immediate response to preserve life, property and environment, including fire, significant spills, road accidents, natural disasters and civil disturbances (bomb threat).

In the event that a near-miss or incident occurs, the following steps will be followed immediately by a competent person:

- Prevention of further pollution, or harm to environmental, cultural heritage or social values;
- Clean-up and / or control of polluting substance(s) or environmental, cultural heritage or social harm;
- Implementation of mitigation measures to prevent recurrence of a similar incident;
- Instigate incident investigation as appropriate commensurate with the level of risk and / or harm; and
- Notification of the incident – can occur in parallel with steps above, noting the limited timeframe for DETSI notification, where required (refer to **Section 4.3.2**) and should emergency services assistance be required to manage the incident.

All near-misses, incidents, non-compliances and emergencies must be recorded in a site register including the following information at a minimum:

- Time, date, duration and cause of any incident;
- Any resultant environmental harm; and
- Immediate clean up and corrective actions taken.

The Construction / Operations Manager will oversee further corrective and preventative actions and lead investigations associated with any near misses, incidents, non-compliances or emergencies with input from the Site Supervisor and workforce involved. A report will be prepared to ensure an adequate response to managing any non-compliance with the EA or GED, adverse environmental impacts and to avoid a recurrence.

4.3.2 Notification of incidents and emergencies

Emergencies likely to cause off-site impacts or significant environmental harm may require immediate contact with emergency services. The Construction / Operations Manager will make such contact as required.

Under the *Work Health Safety Act 2011* (Qld) any incident that results in the death, serious injury or serious illness of a person, or involves a dangerous incident must also be reported to Workplace Health and Safety Queensland. Such notifiable incidents must be reported immediately on becoming aware of the incident (refer to the QWool Workplace Health and Safety Plan (WHSP) for the Site for further details).

DETSI will be provided details of a notifiable environmental event within 24 hours of the Site becoming aware of the event. The following are events notifiable to DETSI under the EP Act[7]:

- Material environmental harm as defined in section 16 of the EP Act i.e. environmental harm, that is not trivial or negligible in nature, extent or context;
- Serious environmental harm as defined in section 17 of the EP Act i.e. environmental harm that is irreversible; has a high impact or widespread effects to the environment or is caused to an area of high conservation significance; and
- A breach of a condition of the EA, whether any environmental harm has been caused or not.

DETSI can be contacted via either of the following options:

- Phone: 24/7 Pollution Hotline – 1300 130 372 (Option 2) – pollution incidents can be reported via this method 24 hours a day, 7 days a week; OR
- Online: Environmental reporting form, available here: https://www.qld.gov.au/environment/management/pollution-management/environmental-nuisance/reporting-form – note: this option is only manned from 8:30am to 5:00pm on standard business days. For any emergency release use the 24/7 Pollution Hotline option listed above.

After the notification, DETSI may request further information to assist in their assessment and investigation within a certain timeframe. QWool will respond to the DETSI request accordingly.

4.4 Complaint management

Complaints relating to the Proposal will be handled promptly and professionally to resolve the issue fairly and effectively for all concerned.

Complaints are to be recorded in a site register including the time, date, complainant contact details, reason for the complaint, any investigation undertaken, conclusion and actions taken to address the matter.

The Construction / Operations Manager will be responsible for communications with external stakeholders (including complainants) and ensure proposed resolution actions are implemented, as required.

4.5 Non-conformances and corrective actions

Any non-conformance with this EMP will be reported to the Construction / Operations Manager as soon as possible (noting as per **Section 4.3.2** a non-conformance with the EA is a notifiable event). A major non-conformance may result in the Site / activities being shut down until the non-conformance is rectified.

Corrective and preventative actions may include:

- Review and improvement of existing environmental controls and procedures;
- Site rehabilitation;
- Increased site inspections and monitoring;
- Modification of operational activity/ies; and
- Increased environmental awareness including retraining and toolbox talks.

Any non-conformance must be recorded in a site register and investigated commensurate with the risk identified to allow specific corrective and/or preventative actions to be identified, actioned and closed out. Actions are to be addressed and implemented within the time period specified by the incident investigation, assigned based on the identified level of risk.

[7] In addition, material environmental harm is identified as costing between $10,000 and $100,000, with serious greater than $100,000, for the actual or potential loss or damage to property or to prevent or minimise the harm and rehabilitate or restore the environment to its condition before the harm. These values were based on the financial year ending 30 June 2023 and are to increase in accordance with the consumer price index thereafter.

4.6 Performance reviews

4.6.1 Routine inspections

Routine inspections will be carried out by the Site Supervisor to ensure compliance with the GED and GBO, and approvals in place, including related to the following:

- General – chemical and waste storage areas, general housekeeping and weeds;
- Construction phase – sediment and erosion control systems and clearing boundaries; and
- Operational phase – wastewater treatment and soil management systems (including any trials underway).

As outlined in **Section 5**, routine inspections will include:

- Daily visual surveillance inspections of all key risk areas and controls; and
- Monthly inspections of key risk areas and controls, including the completion of a formal checklist.

Any areas of concern and recommended corrective actions will be documented. Any non-compliances, including against performance criteria outlined in **Section 5**, shall be recorded as per the procedure outlined in **Section 4.5**.

4.6.2 Event based inspections and monitoring

Weather forecasts will be checked daily to provide an early warning of potential inclement weather. Where severe weather or natural disasters (e.g., fires, storms etc) are forecast, the Site is to be inspected and assessed to ensure that there are no potentially contaminating materials exposed and emergency equipment is readily available and appropriately maintained (e.g. spills kits, firefighting equipment etc).

During periods of runoff-producing rainfall, an inspection will be conducted of the irrigation area and discharge point to confirm the potential requirement to release. Stormwater releases from the sediment (construction) or irrigation holding basin (operations) will be monitored as outlined in **Section 5** to ensure no material or serious environmental harm to the receiving environment. In the case contaminants are released to the environment, the event would be managed as outlined in **Section 4.3**.

Immediately following periods of runoff-producing rainfall, site inspections will be conducted to ensure site stability, the integrity of access, drainage, chemical and waste storage areas, housekeeping and any other controls used to minimise the risk to the receiving environment or of non-compliances with the Site EA.

The inspections will be completed by the Construction / Operations Manager and / or the Site Supervisor.

4.6.3 Auditing

Site audits of compliance with the EA and / or this EMP may be conducted by an AQP not involved with the day-to-day management of the Site.

The need for a site audit would be identified by the Construction / Operations Manager and / or regulators.

4.7 Risk Management

Risks associated with the Proposal, with performance targets and controls identified to manage these risks are outlined in **Section 5**.

A site risk register will be maintained for the Site activities, with the EMP updated as required based on this (refer to **Section 6**).

4.8 Documentation

This EMP, and other relevant documentation (including the QWool WHSP and emergency procedures) will be readily available and accessible to all personnel.

All documentation and records required under the EA and / or this EMP will be maintained for the life of the operation. Such records include, but are not limited to, training records (including personnel records and internal training and awareness materials), monitoring results (including calibration records, field sheets and laboratory reports), inspection checklists, site risk register and site incident, complaint and non-conformance register.

Relevant information can be provided to BTRC or DETSI on request.

5 Operational Controls

Management procedures and controls to manage potential impacts during construction, operation and closure of the Site as outlined in **Section 2.2**, are provided in the following **Table 5.1** to **Table 5.7**.

5.1 Land management

Table 5.1: Land degradation controls

Element	Description
Potential risk	• Land degradation through erosion, sedimentation or contamination. NOTE: the residual risk of land degradation is considered moderate if managed in accordance with this EMP, given the following inherent risks: • Potential for erosion and sedimentation – high during construction when soil is exposed, noting although the Site is relatively flat, generally it is mapped as comprising sodosols which are vulnerable to erosion and dryland salinity when vegetation is removed (refer to Queensland Government 2025b and 2026). The risk will be significantly reduced (low) during building construction, and negligible during operations when the Site surface will be completely stabilised; • Potential for land degradation – moderate given irrigation of wastewater and use of soil removed during scour and dust extraction processes to be used as a soil conditioner on the Site (refer also to **Table 5.1** associated with clearing native vegetation); and • Potential for contamination – moderate during construction given the need to manage historic refuse areas, and low during operations given minimal chemical and waste storage proposed.
Objective	To comply with the GED under the EP Act (refer to **Section 3**).
Performance targets	• No significant signs of erosion, contamination or other land degradation; • No notifiable incidents (refer to **Section 4.3.2**); • No complaints related to visual amenity; and • Achievement of rehabilitation acceptance criteria (land safe, stable and non-polluting) on decommissioning.
Management strategies	**General controls:** • The Site will remain tidy with chemical storage, wastes, laydown materials etc to be visually assessed on an ongoing basis and managed as outlined throughout this EMP; • Hazardous materials will be substituted wherever practicable with non-hazardous, or less hazardous materials; • No bulk fuel or oils will be stored on site, although minor quantities of hazardous goods in non-bulk packaging may be stored in the operational area. All such goods must be legibly labelled with safety data sheets readily accessible to personnel using them and incompatible goods appropriately segregated; • All chemicals and fuels in containers of greater than 15 litres must be stored within secondary containment, roofed wherever possible to prevent stormwater ingress, and in accordance with relevant Australian Standards (including segregation of incompatible substances). Any material captured within the secondary containment is to be managed as a hazardous waste (refer to **Table 5.7**); • Refuelling of vehicles will occur off-site, although some minor equipment refuelling may occur on the Site in designated hardstand areas;

Element	Description

	• Spills outside designated bunds will be cleaned up immediately, with reporting and monitoring undertaken, where necessary;
	• Spill kits and other emergency equipment is to be located within a suitable distance from hazardous material storages. All equipment is to be clearly labelled, identified on the Site emergency plans and maintained to ensure adequate supplies in the case of an emergency spill;
	• Site personnel are to be trained in the correct use of emergency equipment and management of contaminated materials;
	• Vehicles and equipment are to be serviced and maintained in accordance with manufacturer's specifications;
	• Daily (on use) pre-starts are to be undertaken for all vehicles and equipment to identify any wear and tear which may contribute to a failure and result in a spill. Any plant leaking fuel or oil is to be tagged out and repaired prior to further use; and
	• Weather forecasts will be checked daily to provide an early warning of potential inclement weather. Where severe weather or natural disasters (e.g., fires, storms etc) are forecast, the Site is to be inspected and assessed to ensure that there are no potentially contaminating materials exposed, sufficient freeboard is available in sediment (construction) or irrigation holding basin (operations) and emergency equipment is readily available and appropriately maintained (e.g. spills kits, firefighting equipment etc).
	Construction phase specific controls:
	• High-risk activities (such as vegetation clearing and excavation) must be provided with a site approval prior to commencement, with relevant controls outlined in this EMP verified as being in place prior to commencement;
	• Exposed areas on the Site will be minimised and stabilised as soon as possible;
	• Erosion and sediment controls must be in place prior to commencement of construction. The controls will be designed, installed, maintained and monitored in accordance with the Erosion and Sediment Control Plan, with specific controls to manage the sodosol soil exposure risks identified; and
	• During construction the Site will be made safe for the ongoing wool scour facility use, including appropriately remediating former borrow pits and historic refuse areas.
	Operational phase specific controls:
	• The Site will be stabilised on commencement of operations, with stormwater controls to be designed, installed, maintained and monitored;
	• Irrigation on-site will be conducted as outlined by WCG (2025) including the following:
	  ○ a minimum nine (9) ha irrigation area will be available;
	  ○ a Rhodes pasture crop or similar is planted to ensure high nutrient uptake, water use and fodder quality. Other pastures can be mixed in if desirable, including managing temperature stress on Rhodes grass during the winter season;
	  ○ the pasture crop is harvested routinely for removal from the Site; and
	  ○ irrigation loading rates do not exceed nitrogen – 1,686 kg/ha/yr, phosphorus – 215 kg/ha/yr and / or biological oxygen demand – 5,800 kg/ha/yr.
	• Soil from the scour and drying process used as a soil conditioner on-site is managed to ensure the GBO is maintained;
	• Trials to proceed following commencement of operations on the Site for the following:
	  ○ soil conditioner plant for potential off-site distribution of soil conditioner product (refer to **Section 2.2.2.12.1**); and

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Element	Description
	○ reverse osmosis plant or similar to remove potassium salts from scour wastewater as another valuable byproduct of the process (**Section 2.2.2.12.2**). **Decommissioning phase specific controls:** • Prior to decommissioning QWool will confirm the final land use in consultation with a future owner/s and the BTRC; • No progressive rehabilitation can occur during operations, with rehabilitation works only to commence in the decommissioning; • The current decommissioning plan would involve: ○ removal of all specific QWool infrastructure, equipment and waste materials to ensure no sources of ongoing environmental harm or nuisance. Safe, stable and non-polluting hardstand or sealed surfaces, and non-specific QWool infrastructure including buildings, service connections etc, may be retained in consultation with the landholder; and ○ the acceptance criteria for handover to the landholder assumes the Site has been assessed as safe, stable and non-polluting by an AQP.
Performance review	• Routine inspections as outlined in **Section 4.6**; and • Performance and proposed EMP amendments (if any) will be reviewed annually as outlined in **Section 6**.
Reporting	• Any record or document generated through the implementation of this EMP must be retained for the life of the operation; • All incidents relating to land management shall be recorded in the site incident, complaint and non-conformance register; and • Any non-compliances with the GED will be reported to the DETSI Pollution Hotline within the timeframe outlined in **Section 4.3.2**. Records must be kept including full details of the breach and any subsequent actions undertaken.
Contingency actions	• Incidents and non-conformances will be investigated to determine the magnitude of the problem and identify and implement corrective and preventative actions; • Should irrigation and / or soil conditioner application on-site be identified as causing material land degradation, QWool are to employ off-site reuse or disposal options (following a review of relevant approval triggers for the preferred option); and • Should the management strategies as outlined in the EMP prove insufficient to meet the performance objectives the Construction / Operations Manager will further investigate and amend the EMP / communicate amendments accordingly.

Table 5.2: Ecology controls

Element	Description
Potential risk	• Disturbance of native flora, communities, fauna or habitat; and • Introduction or spread of restricted invasive flora or fauna, or WONS. NOTE: the ecological assessment undertaken by CQG (2025a) for the Planning Report identified the following: • Habitat is highly degraded in nature due to historic land use activities (borrow pits, refuse dumping and motorcycle trails) and dominant Buffel grass (Cenchus ciliaris) understorey; • Two restricted invasive plants (also WONS) were identified on the Site i.e., Mimosa and Prickly pear (refer to **Section 3**);

Element	Description
	• No significant residual impact to MSES is likely as a result of the Proposal; and • The RPD issued by DNRMMRR (refer to **Section 3**) assumes vegetation within a buffer surrounding the Site and the mapped GES wetland will be retained.
Objective	To comply with the GED under the EP Act, the VMA, the NC Act and GBO under the Biosecurity Act (refer to **Section 3**).
Performance targets	• No ground disturbance outside designated locations within the operational area; • No significant impact to native flora and fauna; including no direct mortality, disturbance of active breeding sites or bushfires; and • No introduction of new, or spread of known, weed or pest species.
Management strategies	**General controls:** • Project vehicles and personnel are to stay on the designated operational and access areas; • Speed of vehicles traversing the site will be limited to 10 km/h. Vehicle speed limits will be sign-posted, with these and speed limits on public roads to be adhered to; • Outdoor lighting will be designed, installed and maintained in accordance with Australian Standard 4282: Control of the obtrusive effects of outdoor lighting; • Hot works or other high-risk activities must be provided with a site approval prior to commencement e.g., permit to dig, hot work permit etc. with relevant controls outlined in this EMP verified as being in place prior to commencement. No hot works activities are to be undertaken outdoors during total fire ban periods; • Ongoing weed inspections and management will be undertaken on the Site. Any chemicals used must be registered with the Australian Pesticides and Veterinary Medicines Authority, applied by licensed commercial operators for the intended use, at the suggested rates and only by methods registered on the label and safety data sheet. Non-residual and non-persistent herbicides are to be used to manage weeds onsite, to minimise the potential risk of harmful herbicide by-products. • Grass fuel loads will be maintained around the Site; • Smoking only allowed in designated smoking areas, with sufficient “butt out bins” (or similar) available; • Access will be designed and maintained for emergency service vehicles to and within the Site; • Fire breaks will be maintained around infrastructure as required by the Building Code of Australia (refer to **Appendix D**); • Daily (on use) pre-starts of plant and equipment, with servicing undertaken in accordance with manufacturers specifications to ensure they are operating efficiently. All project vehicles, equipment and machinery to be fitted with a fire extinguisher that needs to be checked during the pre-start and serviced annually at a minimum. • Incompatible substances are to be segregated as required by Australian Standards; • QWool WHSP and emergency procedures will detail what to do in an emergency situation; • No domestic animals permitted onsite; • Personnel are not permitted to approach, interact with or feed fauna, and not to intentionally harm or kill fauna including snakes. A fauna spotter catcher (FSC) or the RSPCA 1300 ANIMAL (1300 264 625) should be contacted for advice should any injured, sick or orphaned animals be encountered; • Injured wildlife are to be taken to nearest wildlife carer or veterinary clinic by the FSC and reported to regulatory authorities as required;

Element	Description
	• Personnel (including contractors) will be made aware of the GBO with respect to weeds and pest fauna, and the GED with respect to other matters, including but not limited to, fauna interactions, emergency response etc, during the induction and toolbox talks; and • Waste will be managed as outlined in **Table 5.7** to avoid attraction of fauna. **Construction phase specific controls:** • A site approval is required before clearing works can commence i.e., ground disturbance approval, with clearing controls outlined in this EMP verified as being in place prior to commencement; • Delineate clearing boundaries and no-go zones; • Control restricted invasive weeds / WONS on the Site (including areas of vegetation to be retained) prior to vegetation clearing in accordance with the GBO under the Biosecurity Act (refer to **Section 3**); • Pre-clearance surveys to be conducted ahead of clearing and ground disturbing activities (within one week of clearing commencing) by an AQP; • If animal breeding places are found during the pre-clearance survey, a SMP under the NC Act must be obtained prior to clearing in the area being permitted, and conditions complied with (refer to **Section 3**); • A FSC must be present during all vegetation clearing and significant ground disturbing activities; • Fauna identified in the clearing footprint that do not relocate without intervention, must be manually relocated by a FSC to nearby suitable habitat; • Relocate fauna habitat features to adjacent undisturbed areas where possible i.e., fallen hollow logs, timber or rock piles; • Any potentially hollow-bearing limbs to be dismantled slowly and checked for fauna by the FSC; • All earthmoving equipment to be washed and inspected prior to entering the Site; • No construction materials to be brought on site that are likely to harbour weeds or diseases (such as topsoil, mulch or turf) unless provided with a weed hygiene certificate; • Topsoil, subsoil and vegetative matter (excluding restricted invasive weeds) is to be removed from the disturbed area and stockpiled for use in operational landscaping areas where possible; and • In suitable areas not required for operations and associated firebreaks, or currently comprising native vegetation landscaping treatments will be applied, preferably using local native flora species. **Operational phase specific controls:** • All development will be maintained in accordance with the relevant standards, in particular the Building Code of Australia, including provision of firebreaks, fire protection and control elements, and emergency response access. • ETES and transformers will be located within the water and services building in accordance with Australian / New Zealand Standard A*S/NZS 3000: Electrical installations (known as the Australian/New Zealand Wiring Rules)*. The BESS will be located outdoors adjacent to the PV array in accordance with the Australian Standard *AS 5139: Electrical installations - Safety of battery systems for use with power conversion equipment*.
Performance review	• Routine inspections as outlined in **Section 4.6**; and • Performance and proposed EMP amendments (if any) will be reviewed annually as outlined in **Section 6**.

Element	Description
Reporting	• Any record or document generated through the implementation of this EMP must be retained for the life of the operation; • All incidents relating to ecology management shall be recorded in the site incident, complaint and non-conformance register; and • Any non-compliances with the GED will be reported to the DETSI Pollution Hotline within the timeframe outlined in **Section 4.3.2**. Records must be kept including full details of the breach and any subsequent actions undertaken.
Contingency actions	• Incidents and non-conformances will be investigated to determine the magnitude of the problem and identify and implement corrective and preventative actions; • Should stormwater release be identified as causing material degradation to the vegetation to be retained (associated with the mapped GES wetland), QWool are to review the design; and • Should the management strategies as outlined in the EMP prove insufficient to meet the performance objectives the Construction / Operations Manager will further investigate and amend the EMP / communicate amendments accordingly.

5.2 Water resource management

Table 5.3: Water resource controls

Element	Description
Potential risk	• Water quality impacts caused by construction and operational activities on the Site (including beneficial use of wastewaters for irrigation and extracted soil as a soil conditioner on-site); and • Water contamination as a result of storage and handling of minor quantities of hazardous goods and wastes. NOTE the risks to waters is considered low given: • The nearest mapped waterways are more than two (2) km away from the Site; • The mapped GES wetland in the south-western portion of the Site is not considered to be a wetland based on the QWP definition; and • Artesian groundwater in the Blackall area is understood to be at least 40 m below ground level. Refer to **Section 1.3** for further details.
Objective	To comply with the GED under the EP Act and the EPP (Water and Wetland Biodiversity) (refer to **Section 3**).
Performance targets	• No impacts to wetlands, waterways or groundwater; and • No notifiable incidents (refer to **Section 4.3.2**).
Management strategies	Refer to controls provided in **Table 5.1**, **Table 5.2** and **Table 5.7.**
Performance review	• Routine inspections as outlined in **Section 4.6**; and • Performance and proposed EMP amendments (if any) will be reviewed annually as outlined in **Section 6.**
Reporting	• Any record or document generated through the implementation of this EMP must be retained for the life of the operation;

Element	Description
	• All incidents relating to water resource management shall be recorded in the site incident, complaint and non-conformance register; and • Any non-compliances with the GED will be reported to the DETSI Pollution Hotline within the timeframe outlined in **Section 4.3.2**. Records must be kept including full details of the breach and any subsequent actions undertaken.
Contingency actions	• Incidents and non-conformances will be investigated to determine the magnitude of the problem and identify and implement corrective and preventative actions; and • Should the management strategies as outlined in the EMP prove insufficient to meet the performance objectives the Construction / Operations Manager will further investigate and amend the EMP / communicate amendments accordingly.

5.3 Air quality management

Table 5.4: Air quality controls

Element	Description
Potential risk	• Nuisance to surrounding sensitive receptors resulting from dust during the construction phase (refer to Note 1) or odour during the operations phase (refer to Note 2); and • Significant unabated GHG emissions (refer to Note 3). NOTE (assuming engineering controls as specified): • Dust generation is not expected from the scour operation as the separated soil will be wet. Raw wool blending and dust extraction stages will generate minor quantities of dry soil which will be combined with the scour derived soil prior to reuse as a soil conditioner on the Site or disposal; • The air quality (odour) assessment undertaken by SEG (2026a) demonstrated compliance with the odour goals at all sensitive receptors for all meteorological conditions; and • The GHG emissions assessment undertaken by CQG and WCG (2026), based on conservative assumptions, identifies that the Proposal will be a low emitter (less than 25,000 tonnes of carbon dioxide equivalents per annum).
Objective	To comply with the GED under the EP Act and the EPP (Air) (refer to **Section 3**).
Performance targets	• No fugitive emissions (including dust or odour) observed to be impacting sensitive receptors; • No complaints related to air quality nuisance; and • 100% renewable energy supply to the plant to minimise GHG emissions.
Management strategies	**General controls:** • Loads shall be covered to reduce solid material escaping; • Waste to be contained within dedicated receptacles and regularly removed from Site by appropriately licensed contractors to avoid odour generation (refer to **Table 5.7**); • Vehicles and equipment are to be serviced and maintained in accordance with manufacturer's specifications; • Daily (on use) pre-starts are to be undertaken for all vehicles and equipment to identify any wear and tear which may contribute to inefficient running and air emissions. Should such issues be identified the plant is to be tagged out and repaired prior to further use;

Element	Description
	• Vehicles and equipment to be turned off when not in use; • No burning will be permitted on the Site; • Identifying opportunities, including emerging technologies and efficient equipment options, to reduce GHG emissions; • Sustainable procurement guidelines will be applied to all preventative maintenance, repair and replacement works; • Identify local suppliers of products, materials and services to reduce Scope 3 transportation associated emissions; and • Sustainability awareness content within induction and toolboxes. **Construction phase specific controls:** • Maintain areas of land not required for immediate development undisturbed; • Avoid undertaking clearing and soil stripping during periods of high winds; • Cover, seed or fence stockpiles and/or exposed surfaces to prevent wind erosion and stabilise exposed surfaces as soon as possible; • Compact site haul roads, apply water suppression and minimise vehicle speed on unsurfaced roads; • Ensure an adequate water supply on the Site for effective dust suppression; • Use of rumble grid at property entrance points to reduce dust tracking on public roads; and • Speed of vehicles traversing the site will be limited to 10 km/h. Vehicle speed limits will be sign-posted, and where required to further control dust, these will be reduced. Vehicles must adhere to speed limits. **Operational phase specific controls:** • The Site will be stabilised on commencement of operations; • Ensure dry soil extracted from the process during the dust extraction stage is immediately mixed with wet soil extracted from the scour stage (soil conditioning system), or otherwise not generate dust that would result in nuisance to the nearby sensitive receptors; • Avoid material handling activities outside during periods of high winds; • Scour stage bowls have covers to contain odour during scouring operations; • Wool dryer exhaust trap has a spray system to tray and neutralise potential odours; • Anaerobic system enclosed (tanks based on current design technology) to minimise odour release; • The Site electrical energy will be supplied in the main from the on-site PV array, with storage available in the BESS and ETES; and • Ensuring efficient operations through a routine maintenance program, including scheduled annual shut-down and weekly shift maintenance program.
Performance review	• Monitoring fuel and energy use and associated GHG emissions; • Routine inspections as outlined in **Section 4.6**; and • Performance and proposed EMP amendments (if any) will be reviewed annually as outlined in **Section 6**.
Reporting	• Any record or document generated through the implementation of this EMP must be retained for the life of the operation; • All incidents relating to air quality management shall be recorded in the site incident, complaint and non-conformance register; and

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Element	Description
	• Any non-compliances with the GED will be reported to the DETSI Pollution Hotline within the timeframe outlined in **Section 4.3.2**. Records must be kept including full details of the breach and any subsequent actions undertaken.
Contingency actions	• Incidents and non-conformances will be investigated to determine the magnitude of the problem and identify and implement corrective and preventative actions; and • Should the management strategies as outlined in the EMP prove insufficient to meet the performance objectives the Construction / Operations Manager will further investigate and amend the EMP / communicate amendments accordingly.

5.4 Noise and vibration management

Table 5.5: Noise and vibration controls

Element	Description
Potential risk	• Nuisance to surrounding sensitive receptors resulting from noise associated with the operation including heavy vehicle access, loading, unloading, continuous noise associated with pumps, electric motors and process equipment and potential low frequency noise associated with air compressors. NOTE: the noise and vibration assessment undertaken by SEG (2026b) demonstrates compliance with the noise level goals and acoustic quality objectives at all sensitive receptors except for the Blackall Saleyards caretaker residence located 85 m to the north of the Site, but only in the unlikely (non-routine) event of road trucks accessing the Site and / or loading / unloading activities occurring at night.
Objective	To comply with the GED under the EP Act and the EPP (Noise) (refer to **Section 3**).
Performance targets	• No complaints related to noise or vibration; and • No property damage as a result of vibration.
Management strategies	**General controls:** • Speed of vehicles traversing the site will be limited to 10 km/h. Vehicle speed limits will be sign-posted, and must be adhered to; • Road truck access, and loading or unloading, on the Site is to be restricted to the day-shift unless in the case of a non-routine event, in which case neighbouring properties will be notified; • Vehicles and equipment are to be serviced and maintained in accordance with manufacturer's specifications, fitted with high performance mufflers in good condition and not having rattles, noisy bearings etc. Should such issues be identified the plant is to be tagged out and repaired prior to further use; • Daily (on use) pre-starts are to be undertaken for all vehicles and equipment to ensure there are no excessive noise sources; • Vehicles and equipment to be turned off when not in use; • Provide broad-band reversing audible alarms (rather than beepers) for mobile plant; and • Maintain vegetation buffer to provide additional noise reduction potential.

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<table>
<tr><th>Element</th><th>Description</th></tr>
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Construction phase specific controls:

Hours of construction / commissioning that may generate noise at the nearest sensitive receptor will generally be restricted to daytime hours (i.e., Monday to Saturday, excluding public holidays, from 6:30 am to 6:30 pm);
Should night works that may generate noise be required (e.g., for large concrete pours, or other time sensitive activities) outside these standard building work hours and / or days, sensitive receptors that may be affected will be notified;
Construction activities that would not generate a noise nuisance at sensitive receptors (e.g., cabling inside buildings etc) may be conducted outside standard building work hours and / or days; and
The industrial building walls that are associated with forklift movements will be constructed of concrete tilt slab to a height of 3 m.

Operational phase specific controls:

Operations will occur on the Site 24 hours a day 7 days a week, however, potentially noisier activities (e.g., loading and unloading outside the buildings) will be restricted to standard business days / hours.
All roads are to be maintained in good condition without speed bumps and any water grates on the roads to be bolted down;
The air compressors to be contained within a metal enclosure within the process building; and
Ensure all equipment complies with the sound power levels of the noise and vibration assessment (SEG 2026b) as provided below.

<table>
<tr><th rowspan="2">Plant</th><th rowspan="2">Typical sources</th><th rowspan="2">Source Height</th><th colspan="8">Sound Power Level in dB in Octave band centre frequency (Hz)</th></tr>
<tr><th>63</th><th>125</th><th>250</th><th>500</th><th>1k</th><th>2k</th><th>4k</th><th>8k</th></tr>
<tr><td>Greasy Wool Store</td><td>Forklift</td><td>Indoors</td><td>67</td><td>69</td><td>69</td><td>70</td><td>67</td><td>64</td><td>58</td><td>49</td></tr>
<tr><td>Finished goods store</td><td>Forklift</td><td>Indoors</td><td>67</td><td>69</td><td>69</td><td>70</td><td>67</td><td>64</td><td>58</td><td>49</td></tr>
<tr><td>Grease drum Store</td><td>Forklift</td><td>Indoors</td><td>66</td><td>68</td><td>68</td><td>69</td><td>66</td><td>63</td><td>57</td><td>48</td></tr>
<tr><td>Soda ash</td><td>Forklift</td><td>Indoors</td><td>60</td><td>62</td><td>62</td><td>63</td><td>60</td><td>57</td><td>51</td><td>42</td></tr>
<tr><td>Greasy wool preparation</td><td>Forklift, bail opener</td><td>Indoors</td><td>86</td><td>88</td><td>88</td><td>89</td><td>87</td><td>86</td><td>85</td><td>84</td></tr>
<tr><td>Wool scour</td><td>Multiple machines. Pumps and electric motors</td><td>Indoors</td><td>89</td><td>91</td><td>91</td><td>92</td><td>91</td><td>90</td><td>89</td><td>89</td></tr>
<tr><td>Dryer</td><td>Electric motors</td><td>Indoors</td><td>95</td><td>97</td><td>97</td><td>98</td><td>95</td><td>92</td><td>86</td><td>77</td></tr>
<tr><td>Step duster</td><td>Drive motors</td><td>Indoors</td><td>81</td><td>84</td><td>84</td><td>84</td><td>82</td><td>81</td><td>80</td><td>79</td></tr>
<tr><td>Scoured wool press</td><td>Wool press</td><td>Indoors</td><td>76</td><td>78</td><td>78</td><td>79</td><td>76</td><td>73</td><td>67</td><td>58</td></tr>
<tr><td>Air compressor</td><td>Air compressor</td><td>Indoors</td><td>87</td><td>87</td><td>86</td><td>89</td><td>92</td><td>92</td><td>90</td><td>87</td></tr>
<tr><td>Grease Plant</td><td>Grease plant separator</td><td>Indoors</td><td>85</td><td>87</td><td>87</td><td>88</td><td>86</td><td>83</td><td>77</td><td>68</td></tr>
<tr><td>ELUK Detergent</td><td>Pumps</td><td>Indoors</td><td>65</td><td>66</td><td>68</td><td>68</td><td>70</td><td>67</td><td>62</td><td>56</td></tr>
<tr><td>Loading/Unloading trucks</td><td>Forklift</td><td>1.5m</td><td>68</td><td>70</td><td>70</td><td>71</td><td>68</td><td>65</td><td>59</td><td>50</td></tr>
<tr><td>Switch room</td><td>Fans</td><td>5m</td><td>73</td><td>74</td><td>75</td><td>69</td><td>67</td><td>56</td><td>48</td><td>43</td></tr>
<tr><td>Water preparation</td><td>Water pumps</td><td>2m</td><td>74</td><td>76</td><td>76</td><td>77</td><td>74</td><td>71</td><td>65</td><td>56</td></tr>
<tr><td>ETES (Electro thermal storage and steam)</td><td>Electric motors and pumps</td><td>1.5m</td><td>73</td><td>75</td><td>75</td><td>76</td><td>76</td><td>73</td><td>69</td><td>62</td></tr>
<tr><td>Water treatment</td><td>Electric motors pumps</td><td>1.5m</td><td>40</td><td>54</td><td>63</td><td>72</td><td>75</td><td>75</td><td>70</td><td>60</td></tr>
<tr><td>Solar inverter</td><td>Cooling plant</td><td>1.5m</td><td>83</td><td>85</td><td>94</td><td>88</td><td>84</td><td>84</td><td>77</td><td>76</td></tr>
<tr><td>Reverse Osmosis Plant</td><td>Pumps</td><td>0.5m</td><td>86</td><td>88</td><td>89</td><td>89</td><td>89</td><td>86</td><td>82</td><td>75</td></tr>
<tr><td>Heat pump</td><td>44kw Capacity</td><td>1.0m</td><td>74</td><td>76</td><td>76</td><td>77</td><td>74</td><td>71</td><td>65</td><td>56</td></tr>
<tr><td>Water treatment</td><td>Water treatment plant</td><td>1.5m</td><td>40</td><td>54</td><td>63</td><td>72</td><td>75</td><td>75</td><td>70</td><td>60</td></tr>
<tr><td>Road Trucks 10 km/h</td><td>Road trucks</td><td>4.5m</td><td>97</td><td>90</td><td>83</td><td>82</td><td>83</td><td>80</td><td>75</td><td>74</td></tr>
<tr><td>Electric forklift</td><td>Load unloading bales</td><td>1.5m</td><td>70</td><td>72</td><td>72</td><td>73</td><td>70</td><td>67</td><td>61</td><td>52</td></tr>
</table>
</td></tr>
<tr><td>Performance review</td><td>

Routine inspections as outlined in Section 4.6; and
Performance and proposed EMP amendments (if any) will be reviewed annually as outlined in Section 6.

</td></tr>
</table>

Element	Description
Reporting	• Any record or document generated through the implementation of this EMP must be retained for the life of the operation; • All incidents relating to noise and vibration management shall be recorded in the site incident, complaint and non-conformance register; and • Any non-compliances with the GED will be reported to the DETSI Pollution Hotline within the timeframe outlined in **Section 4.3.2**. Records must be kept including full details of the breach and any subsequent actions undertaken.
Contingency actions	• Incidents and non-conformances will be investigated to determine the magnitude of the problem and identify and implement corrective and preventative actions; and • Should the management strategies as outlined in the EMP prove insufficient to meet the performance objectives the Construction / Operations Manager will further investigate and amend the EMP / communicate amendments accordingly.

5.5 Cultural heritage management

Table 5.6: Cultural heritage controls

Element	Description
Potential risk	Damage or destruction of cultural heritage items of significance to the Bidjara People during the construction phase. NOTE: no cultural heritage sites are publicly listed as being present on or in the vicinity of the Site (refer to **Section 1.3**).
Objective	To comply with the cultural heritage duty of care under the ACH Act (refer to **Section 3**).
Performance targets	• No ground disturbance outside designated locations within the operational area; • No damage or destruction of cultural heritage items; and • No complaints related to management of unexpected finds.
Management strategies	• A site approval is required before ground disturbing works can commence i.e., ground disturbance approval, with clearing controls outlined in this EMP verified as being in place prior to commencement; • QWool will engage with the Bidjara People to confirm the requirement for a cultural heritage monitor to be present during vegetation clearing and / or significant ground disturbing activities; • Where no cultural heritage monitor is present, a spotter will be used for all ground disturbance activities (to approximately 300 mm); • Should a potential article of cultural heritage be found, the Find – Stop – Notify – Manage procedure will be implemented i.e., FIND and item of potential cultural heritage, STOP all work at the location, the item shall not be removed or disturbed and the area flagged as a NO-GO zone, NOTIFY the Bidjara People and MANAGE as agreed with the Bidjara People; • Should potential human remains be found these must not be disturbed and reported to the Queensland Police in the first instance; and • No works can be undertaken in areas where an item of potential cultural heritage has been discovered until a formal all-clear is given by the relevant authority e.g., Bidjara People and / or Queensland Police.

Element	Description
Performance review	• Routine inspections as outlined in **Section 4.6**; and • Performance and proposed EMP amendments (if any) will be reviewed annually as outlined in **Section 6**.
Reporting	• Any record or document generated through the implementation of this EMP must be retained for the life of the operation; • All incidents relating to cultural heritage management shall be recorded in the site incident, complaint and non-conformance register; • The proponent is required to report unexpected finds to the Bidjara People. Should it be considered possible that the find is of human remains, Queensland Police are to be informed immediately; and • Records must be kept of any non-compliances with the cultural heritage duty, including full details of the breach and any subsequent actions undertaken.
Contingency actions	• Incidents and non-conformances will be investigated to determine the magnitude of the problem and identify and implement corrective and preventative actions; and • Should the management strategies as outlined in the EMP prove insufficient to meet the performance objectives the Construction / Operations Manager will further investigate and amend the EMP / communicate amendments accordingly.

5.6 Waste management

Table 5.7: Waste management controls

Element	Description
Potential risk	Environmental harm or nuisance caused by waste generated by the operation.
Objective	To comply with the GED under the EP Act and the waste hierarchy under the *Waste Reduction and Recycling Act 2011* (refer to **Section 3**).
Performance targets	• Diversion of 100% of treated scour and sewage system waters, and scour and dust extraction process soils for beneficial use; • Waste volumes stored on the Site to remain low at all times; • No complaints related to wastes or visual amenity; • No notifiable incidents (refer to **Section 4.3.2**); and • Achievement of rehabilitation acceptance criteria on decommissioning.
Management strategies	**General controls:** • Operations will be managed in accordance with the waste hierarchy i.e., waste to first be avoided, then reduced, reused, recycled, recovered and treated, with disposal only considered when there is no viable alternative; • Wastes on the Site will be segregated to improve reuse and recycling opportunities and contained within dedicated receptacles to avoid contamination, litter or attraction of fauna; • All waste, including any hazardous wastes (e.g., minor hazardous goods packaging and sewage waste from pump out systems during construction), will be contained and (where not beneficially reused on the Site) regularly removed from the Site by appropriately licensed contractors in accordance with requirements under the EP Act; • Waste materials are not to be burnt on the Site; and

Element	Description

	• Cigarette butt disposal bins are to be provided in designated smoking areas.
	Construction phase controls:
	• Surplus materials and construction waste will be removed from the Site prior to commencement of operations.
	Operational phase controls:
	• Irrigation of treated scour and sewage waters will be managed in accordance with IWMC strategies outlined in **Appendix F**;
	• Soil from the process will be reused as a soil conditioner, subject to onsite trials to ensure appropriate management of biosecurity hazards (noting dot point below); and
	• Trials to proceed following commencement of operations on the Site for the following beneficial uses:
	  ○ soil conditioner plant for off-site distribution of soil conditioner product (refer to **Section 2.2.2.12.1**); and
	  ○ reverse osmosis plant or similar to remove potassium salts from scour wastewater as another valuable byproduct of the process (**Section 2.2.2.12.2**).
	Decommissioning phase controls:
	• On decommissioning, all waste materials will be removed from the operational area to ensure no sources of ongoing environmental harm or nuisance (refer to **Table 5.1**).

Performance review	• Routine inspections as outlined in **Section 4.6**; and • Performance and proposed EMP amendments (if any) will be reviewed annually as outlined in **Section 6**.
Reporting	• Any record or document generated through the implementation of this EMP must be retained for the life of the operation; • All incidents relating to waste management shall be recorded in the site incident, complaint and non-conformance register; and • Any non-compliances with the GED will be reported to the DETSI Pollution Hotline within the timeframe outlined in **Section 4.3.2**. Records must be kept including full details of the breach and any subsequent actions undertaken.
Contingency actions	• Incidents and non-conformances will be investigated to determine the magnitude of the problem and identify and implement corrective and preventative actions; • Should irrigation and / or soil conditioner application on-site be identified as causing material land degradation, QWool are to employ off-site reuse or disposal options (following a review of relevant approval triggers for the preferred option); and • Should the management strategies as outlined in the EMP prove insufficient to meet the performance objectives the Construction / Operations Manager will further investigate and amend the EMP / communicate amendments accordingly.

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6 Management Review

This EMP is a dynamic document that will be reviewed periodically to ensure it remains fit-for-purpose.

As noted in **Section 3**, this DRAFT EMP will be reviewed and updated, as required, on receipt of approval conditions.

Thereafter the EMP will be updated as required. Triggers for revision include, but are not limited to:

- EA, legislation or other government policy / programme changes;
- Significant changes are made to QWool systems or personnel responsibilities relevant to environmental management;
- Deficiencies or inconsistencies are noted during implementation of the EMP;
- Corrective actions identified from near misses or incidents, including external complaints; and
- Inclusion of an additional contingency measures, to address items identified during incident investigations, various inspections, performance reviews and / or risk assessment findings.

Any material changes to this EMP will be communicated to the personnel responsible to implement the amended requirements, as soon as practicable after the update.

The Site's environmental performance, risk register and incident, complaint and non-conformance register will be reviewed annually. Performance against this EMP and any changes to the EMP triggered, would form a part of these discussions.

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7 References

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Commonwealth of Australia (2025) Southern and Western Queensland Region: Native Title Claimant Application and Determination Areas: As per the Federal Court (31 December 2025). Available at: https://www.nntt.gov.au/Maps/QLD_Southern_and_Western_NTDA_Schedule.pdf

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CQG Consulting (CQG 2025b) Technical Memorandum: QWool Blackall Mapped Wetland Assessment (Ref: 25011.1, Rev 2, dated 5 December 2025). Provided in the MCU Planning Report (CQG 2026a).

CQG Consulting (CQG 2026a) Blackall Wool Scour: Planning Report for Material Change of Use for Special Industry and Operational Works for Clearing Native Vegetation: Lot 2 on SP351530, a portion of former Lot 1 on SP297043 (Evora Road, Blackall) (Ref: 25011.1, Rev 0, dated 23 February 2026).

CQG Consulting (CQG 2026b) Technical Memorandum: Blackall Wool Scour – Operational Greenhouse Gas Emissions Estimate. Provided in the MCU Planning Report (CQG 2026a).

Department of Environment and Science (DES 2019) Common conditions: Prescribed environmentally relevant activities (ESR/2015/1828, Version 12.02, Effective 1 July 2019). Available at: https://environment.des.qld.gov.au/__data/assets/pdf_file/0030/89841/pr-co-common-conditions-prescribed-eras.pdf

GBA Consulting Engineers (GBA 2024) Drinking Water Quality Management Plan. Doc. No. 190163 / 469407, dated 16 July 2024. Available at: https://www.btrc.qld.gov.au/files/assets/public/v/1/our-council/documents/council-plan-register/btrc-dwqmp-amendment-2023-24-id-469407.pdf

National Native Title Tribunal (2008) Notice of an application for determination of native title in the state of Queensland: QUD216/08 (Notification Day: 19 November 2008). Available at: https://www.nntt.gov.au/searchRegApps/NativeTitleRegisters/Public%20Notifications/RDNCA-QC2008_005%20clean%20copy%2019112008.pdf

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Queensland Government (2025b) Common soil types. Available at: https://www.qld.gov.au/environment/land/management/soil/soil-explained/types

Queensland Government (2026) Queensland Globe. Available at: https://qldglobe.information.qld.gov.au/

SEG (2026a) Blackall Wool Scour: Air Quality Assessment (Ref: 250725D03A, dated 16 February 2026). Provided in the MCU Planning Report (CQG 2026a).

SEG (2026b) Blackall Wool Scour: Noise and Vibration Assessment (Ref: 250725D02, dated 30 January 2026). Provided in the MCU Planning Report (CQG 2026a).

Water and Carbon Group (WCG 2025) Blackall Wool Scour Facility: Integrated Water Management Concept including MEDLI modelling (Version 2, issue D, dated 6 November 2025). Provided in the MCU Planning Report (CQG 2026a).

Limitations

This report has been prepared for the use of the client, QWool, for the purpose of this commission only.

CQG[8] takes no responsibility and disclaims all liability for any loss or damage that any party may suffer as a result of using or relying on any such information or recommendations contained in this report.

To the maximum extent permitted by law CQG expressly disclaims responsibility for or liability arising from:

- Any error in, or omission in connection with assumptions, or
- Reliance on the report by a third party, or use of the report other than for the purpose stated.

The report relates only to the project described herein and must be reviewed by a competent expert before being used for any other purpose. CQG accepts no responsibility for other use of the data.

This report does not provide a complete assessment of the environmental status of the Site but is limited to the scope defined herein.

Should further information become available regarding the conditions of the Study Area, CQG reserves the right to review the report in the context of the additional information.

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This report is based on information issued, including the design specifications and proposed operation of the Blackall Wool Scour as supplied to CQG by QWool and others as well as publicly available information as referenced herein.

Refer also to additional limitations as noted in references used, including technical reports commissioned for the Proposal provided as appendices to the Planning Report.

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DELIVERING FOR QUEENSLAND | Queensland Government

Department of
State Development,
Infrastructure and Planning

SARA reference: 2603-51389 SRA
Council reference: DA25-2025-2026

24 September 2026

Chief Executive Officer
Blackall Tambo Regional Council
PO Box 21
BLACKALL QLD 4472
ceo@btrc.qld.gov.au

Attention: Gayle Richardson

Dear Gayle

SARA referral agency response—126 Evora Road, Blackall

(Referral agency response given under section 56 of the *Planning Act 2016*)

The development application described below was confirmed as properly referred by the State Assessment and Referral Agency (SARA) on 24 March 2026.

Response

Outcome:	Referral agency response – with conditions
Date of response:	24 September 2026
Conditions:	The conditions in **Attachment 1** must be attached to any development approval
Advice:	Advice to the applicant is in **Attachment 2**
Reasons:	The reasons for the referral agency response are in **Attachment 3**

Development details

Description:	Development permit	Material change of use for Special industry (wool scour facility) and Environmentally Relevant Activities 40(2) textile manufacturing and 63(1)(a)(i) sewage treatment
SARA role:	Referral agency	
SARA trigger:	Planning Regulation 2017: • Schedule 10, Part 3, Division 4, Table 3, Item 1 - Material change	

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Level 2, 209 Bolsover Street,
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PO Box 113, Rockhampton QLD 4700

	of use that involves clearing native vegetation • Schedule 10, Part 5, Division 4, Table 2, Item 1 - non-devolved environmentally relevant activities • Schedule 10, Part 9, Division 4, Subdivision 1, Table 1, Item 1 - Development impacting on state transport infrastructure
SARA reference:	2603-51389 SRA
Assessment manager:	Blackall Tambo Regional Council
Street address:	126 Evora Road, Blackall
Real property description:	Lot 2on SP351530
Applicant name:	QWool Pty Ltd
Applicant contact details:	C/- CQG Consulting PO Box 8384 Allenstown QLD 4700 scott.lucke@cqgroup.com.au
Environmental Authority:	This referral included an application for an environmental authority under section 115 of the *Environmental Protection Act 1994*. Below are the details of the decision: • Approved • Reference: P-EA-101073704 • Effective date: 30 June 2027 • Prescribed environmentally relevant activity (ERA): ERA 40 – Textile manufacturing 2 and ERA63 – Sewage Treatment 1(a)(i). If you are seeking further information on the environmental authority, the Department of Environment and Science's website includes a register. This can be found at: www.des.qld.gov.au.
Human Rights Act 2019 considerations:	The decision has been assessed for compatibility with human rights under the *Human Rights Act 2019*. The decision was found not to limit human rights under the *Human Rights Act 2019* therefore, it is reasonable to conclude the decision is compatible with human rights.

Representations

An applicant may make representations to a concurrence agency, at any time before the application is decided, about changing a matter in the referral agency response (s.30 Development Assessment Rules). Copies of the relevant provisions are in **Attachment 4**.

A copy of this response has been sent to the applicant for their information.

2603-51389 SRA

For further information please contact Mica Cook, Principal Planner, on 07 3452 7591 or via email RockhamptonSARA@dsdilgp.qld.gov.au who will be pleased to assist.

Yours sincerely

Karley Lawler
A/Executive Director Planning Services

enc Attachment 1 - Referral agency conditions
Attachment 2 - Advice to the applicant
Attachment 3 - Reasons for referral agency response
Attachment 4 - Representations about a referral agency response provisions
Attachment 5 - Documents referenced in conditions

cc Queensland Wool Processors Pty Ltd, scott.lucke@cqgroup.com.au

2603-51389 SRA

Attachment 1—Referral agency conditions

(Under section 56(1)(b)(i) of the *Planning Act 2016* the following conditions must be attached to any development approval relating to this application) (Copies of the documents referenced below are found at Attachment 5)

No.	Conditions	Condition timing
Development permit for material change of use for Special Industry (wool scour facility) and Environmentally Relevant Activities 40(2) textile manufacturing and 63(1)(a)(i) sewage treatment		
Schedule 10, Part 3, Division 4, Table 3, Item 1 (Planning Regulation 2017) – Material change of use that involves clearing native vegetation—The chief executive administering the *Planning Act 2016* nominates the Director-General of the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development to be the enforcement authority for the development to which this development approval relates for the administration and enforcement of any matter relating to the following condition(s):		
1.	Built infrastructure, access tracks and parking areas associated with the Special industry (wool scour facility) must be located generally in accordance with the following plan: • Figure 3.1 QWool Project Layout, dated 12 February 2026, job no. 25011, Map no. 25011-04, Rev A	At all times
Schedule 10, Part 5, Division 4, Table 2, Item 1 (Planning Regulation 2017) - Non-devolved environmentally relevant activities—The chief executive administering the *Planning Act 2016* nominates the Director-General of the Department of the Environment, Tourism, Science and Innovation to be the enforcement authority for the development to which this development approval relates for the administration and enforcement of any matter relating to the following condition(s):		
2.	The development must be carried out generally in accordance with the following plan: • Site Plan, dated 22 September 2026, Reference, 01, Revision 01 as amended in red by SARA.	At all times

Attachment 2—Advice to the applicant

General advice	
1.	Terms and phrases used in this document are defined in the *Planning Act 2016*, its regulation or the State Development Assessment Provisions (SDAP) (version 3.5). If a word remains undefined it has its ordinary meaning.
2.	Liaise with the Department of Local Government, Water and Volunteers to determine any requirements for water allocation and water licences associated with the proposed development. It is the applicant's responsibility to ensure compliance with all relevant legislative and regulatory requirements under the *Water Act 2000* and other applicable legislation. For further information or assistance, please contact the Department of Local Government, Water and Volunteers on 13 74 68 or WaterServicesNorth@dlgwv.qld.gov.au.

Attachment 3—Reasons for referral agency response

(Given under section 56(7) of the *Planning Act 2016*)

The reasons for the SARA's decision are:

- SARA assessed the development against the following code(s) of the State Development Assessment Provisions (SDAP), version 3.5:
  - State code 6: Protection of state transport networks
  - State code 16: Native vegetation clearing
  - State code 22: Environmentally relevant activities

- The development complies with the assessment benchmarks of State code 6 of SDAP in that the development:
  - will not create a safety hazard for users of state transport infrastructure or public passenger services by increasing the likelihood or frequency of a fatality or serious injury
  - will not result in a worsening of the physical condition or operating performance of the state transport network
  - will not compromise the state's ability to cost-effectively construct, operate and maintain state transport infrastructure
  - provides public passenger transport infrastructure to enable development to be serviced by public passenger transport
  - provides safe and direct access to public passenger transport infrastructure or active transport infrastructure, including access by cycling and walking.

- The development complies with the assessment benchmarks of State code 16 of SDAP in that the development:
  - avoids clearing, or where avoidance is not reasonably possible, minimises clearing to:
    - conserve vegetation
    - avoid land degradation
    - avoid the loss of biodiversity
    - maintain ecological processes
  - minimises contributions to greenhouse gas emissions
  - for vegetation retention purposes, is undertaken in a manner that retains or regenerates vegetation by sustainably managing the impacts of the clearing on regional ecosystems, biodiversity and ecological processes over time
  - is consistent with any notice requiring compliance on the land subject to the development application unless a better environmental outcome can be achieved
  - is consistent with vegetation management requirements for particular regulated areas unless a better environmental outcome can be achieved
  - avoids impacts on vegetation and minimises and mitigates impacts on vegetation where avoidance is not possible
  - does not result in a significant residual impact on a matter of state environmental significance unless the significant residual impact is acceptable, and an offset is provided (where appropriate). An offset is not appropriate for acceptable significant residual impacts on a connectivity area unless the clearing is for development that is a coordinated project, natural channel diversion or contaminants removal.

- The development complies with the assessment benchmarks of State code 22 of SDAP in that the development:
  - is located and designed to avoid or mitigate environmental harm on environmental values of the natural environment, adjacent sensitive land uses and sensitive receptors
  - is designed and located to avoid impacts or, where the matters of state environmental significance cannot be reasonably avoided, impacts are reasonably minimised and mitigated
  - will not result in a significant residual impact on a matter of state environmental significance unless the significant residual impact is acceptable, and an offset is provided.

Material used in the assessment of the application:

- the development application material and submitted plans
- *Planning Act 2016*
- Planning Regulation 2017
- the SDAP (version 3.5), as published by SARA
- the Development Assessment Rules
- SARA DA Mapping system
- section 58 of the *Human Rights Act 2019*

Attachment 4—Representations about a referral agency response provisions

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Attachment 5—Documents referenced in conditions

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Development Assessment Rules—Representations about a referral agency response

The following provisions are those set out in sections 28 and 30 of the Development Assessment Rules[1] regarding **representations about a referral agency response**

Part 6: Changes to the application and referral agency responses

28 Concurrence agency changes its response or gives a late response

28.1. Despite part 2, a concurrence agency may, after its referral agency assessment period and any further period agreed ends, change its referral agency response or give a late referral agency response before the application is decided, subject to section 28.2 and 28.3.

28.2. A concurrence agency may change its referral agency response at any time before the application is decided if—

(a) the change is in response to a change which the assessment manager is satisfied is a change under section 26.1; or

(b) the Minister has given the concurrence agency a direction under section 99 of the Act; or

(c) the applicant has given written agreement to the change to the referral agency response.[2]

28.3. A concurrence agency may give a late referral agency response before the application is decided, if the applicant has given written agreement to the late referral agency response.

28.4. If a concurrence agency proposes to change its referral agency response under section 28.2(a), the concurrence agency must—

(a) give notice of its intention to change its referral agency response to the assessment manager and a copy to the applicant within 5 days of receiving notice of the change under section 25.1; and

(b) the concurrence agency has 10 days from the day of giving notice under paragraph (a), or a further period agreed between the applicant and the concurrence agency, to give an amended referral agency response to the assessment manager and a copy to the applicant.

1 Pursuant to Section 68 of the *Planning Act 2016*

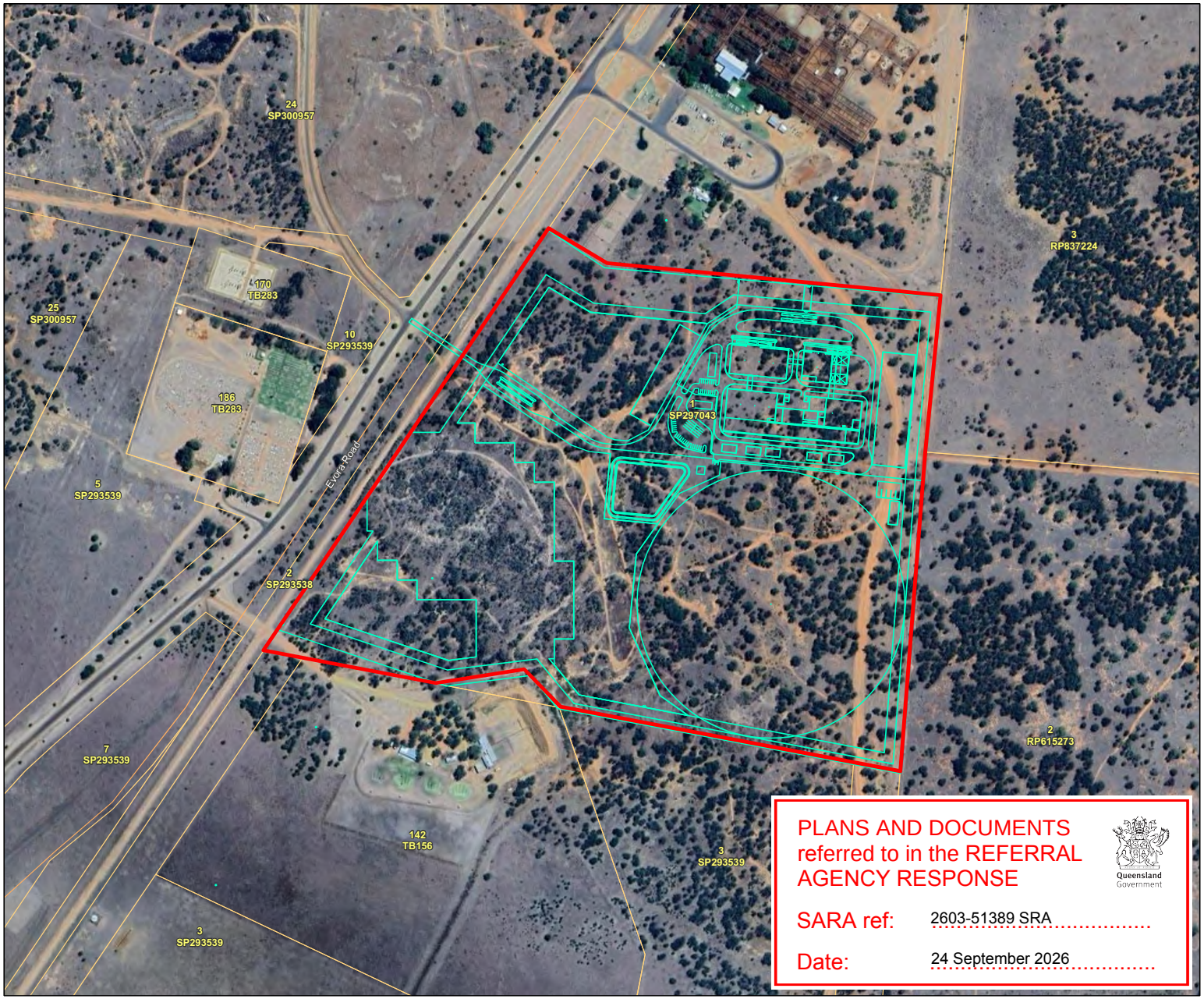
2 In the instance an applicant has made representations to the concurrence agency under section 30, and the concurrence agency agrees to make the change included in the representations, section 28.2(c) is taken to have been satisfied.

Part 7: Miscellaneous

30 Representations about a referral agency response

30.1. An applicant may make representations to a concurrence agency at any time before the application is decided, about changing a matter in the referral agency response.[3]

[3] An applicant may elect, under section 32, to stop the assessment manager's decision period in which to take this action. If a concurrence agency wishes to amend their response in relation to representations made under this section, they must do so in accordance with section 28.



PLANS AND DOCUMENTS referred to in the REFERRAL AGENCY RESPONSE

Queensland Government

SARA ref: 2603-51389 SRA

Date: 24 September 2026

Legend

- The Site
- CAD Layout (CDE 12/02/2026)
- Land parcels

N

Scale 1:4,500 (A3)

0 50 100 200

Metres

Coordinate System: GDA2020 MGA Zone 55

Figure 3.1

QWool Project

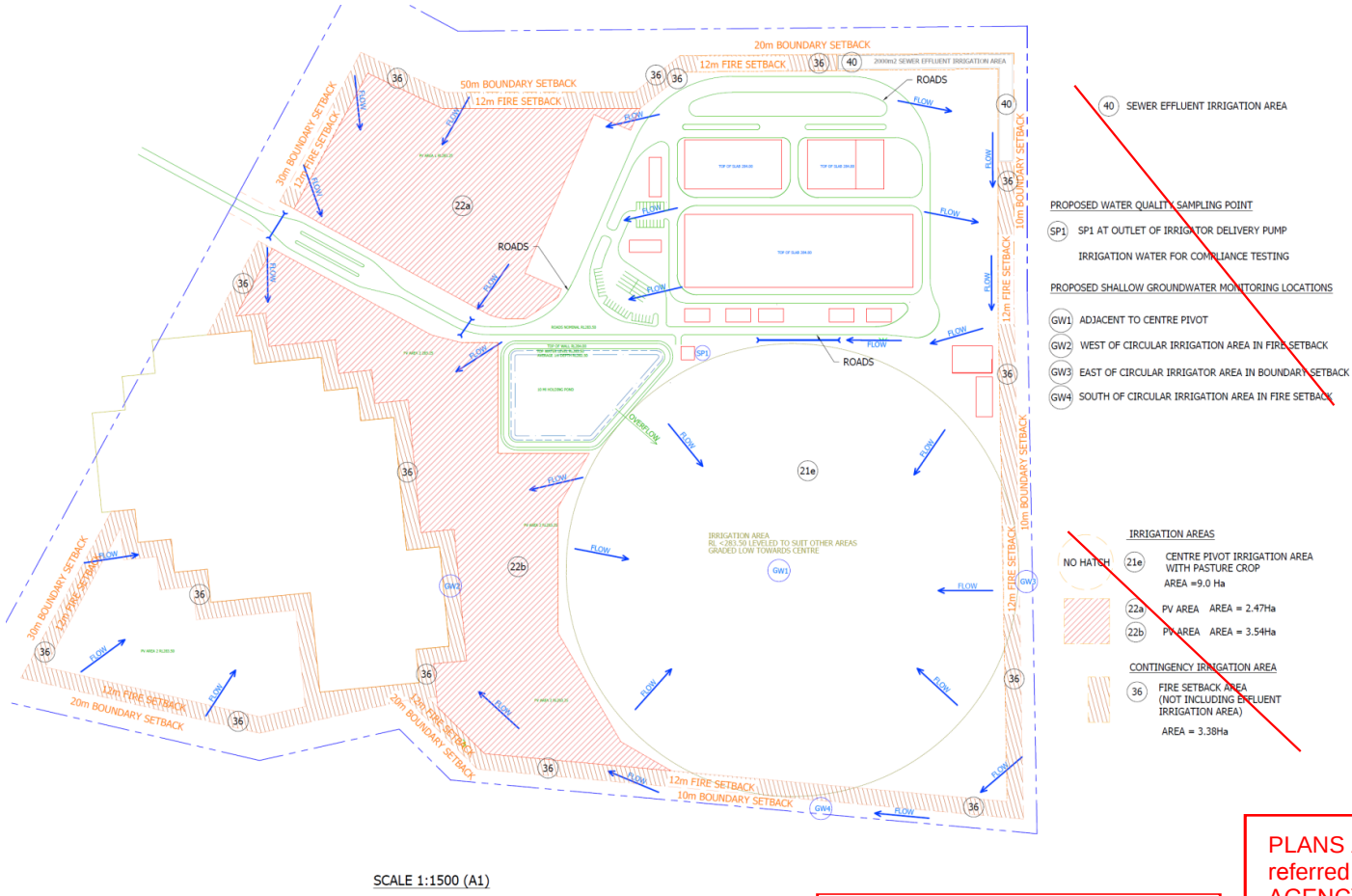
Layout

CQG Consulting
180 Quay Street, Rockhampton Q 4700
PO Box 8384, Allenstown 4700
Ph: +61 7 4922 9252 Fax: +61 7 4922 0195

Project No: 25011
Map No: 25011-04
Revision: RevA
12 February 2026

Layer Credits- © State of Queensland (Department of Resources) 2023, © State of Queensland (Department of Natural Resources, Mines and Energy) 2018, © OpenStreetMap (and) contributors, CC-BY-SA; QSpatial - Cadastral Boundaries; CQG - CAD

Site Plan Reference: 01, Revision 01, dated 22 September 2026



SCALE 1:1500 (A1)

Amended in red by SARA on

24 September 2026

PLANS AND DOCUMENTS referred to in the REFERRAL AGENCY RESPONSE

Queensland Government

SARA ref: 2603-51389 SRA

Date: 24 September 2026

5 August 2026

Chief Executive Officer
Blackall-Tambo Regional Council
PO Box 21
BLACKALL QLD 4472

Dear Sir

Re: Proposed Development Application – Special Industry (Blackall Wool Scour). Application Reference DA025-2025-2026

Thank you for your letter and attached documentation, I being the owner of a Parcel of land being h of Blackall adjoining the proposed development site wish to make a submission outlining my concerns with the development application:

1. Who bears the cost of any fencing that needs to be completed that adjoins my land
2. The amount of lighting that may be required and the hours of lighting
3. Suppression of Dust from the activities on the proposed land and control of soakage of water on the property.
4. Does the proposed development encroach of the stock route.
5. This proposal may be detrimental to the saleable value of my land.

Yours respectfully

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**8.2.2**
SUBJECT TITLE:	**Blackall Sewerage Treatment Plant (STP)**
AUTHOR AND OFFICERS TITLE:	Alison Lamb Director of Organisational Performance
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

In 2024 an application for funding was submitted for $4.5M with council budgeting $500,000.00 contribution towards the construction of a new Blackall Sewerage Treatment Plant (STP), in total $5 million build. There have been significant price increases between 2023 and 2026 for steel and other materials, wages, transport and fuel which has contributed to the Blackall STP now requiring an additional $3.5M, (a $4M total contribution from Council) to fully construct and commission a new sewerage treatment plant.

The Water & Carbon Group were engaged through Local Buy contracts LB312 and LB298 under resolution GM 2026/02/596 item number 8.1.5 on 18 February 2026.

Officer's Recommendation:
That having been briefed by Council staff on the Blackall Sewerage Treatment Plant (STP) that council approve an additional $3.5M contribution for the construction and commissioning of the new Sewerage Treatment Plant. This will mean a total contribution of $4M to be contributed to the $4.5M granted by the State Government.

Background

At the February 18th 2026 Ordinary Meeting of Blackall Tambo Regional Council, the contract to design and build the new Blackall Sewerage Treatment Plant was awarded to The Water and Carbon group (Resolution GM 2026/02/596).

By way of background, in 2025 The Water & Carbon Group (WCG) provided a report on findings from the RAPAD Water and Sewage Alliance (RAPADWSA) Sewage Treatment Plant Regulatory Requirements Investigation Phase B (Contract 200289), which identified that the Blackall STP was nearing end of life and did not have many of the now required environmental protection inclusions.

Council was successful in obtaining $4.5M from the Queensland State Government, towards an anticipated $5M rebuild of the existing plant.

Since the original concept designs by Water and Carbon Group, significant price increases in the cost of steel and associated materials, together with labour costs have occurred on a national and international basis. This is coupled with stringent requirements to ensure environmental protection in terms of water egress from any sewerage treatment plant.

Accordingly, the original costings provided to council that formed the basis of the grant application have dramatically increased. This increase sees the replacement plant priced at $8.5M, including contingencies.

This project is important to the Blackall Community, and the plant replacement and upgrades are core business of the Blackall-Tambo Regional Council.

In addition to the original $500,000 council is now asked to further contribute an additional $4M to allow this important work to be undertaken. Whilst the increase in price is high, it is representative of prices rises being felt on a national and internation basis across all deliverables of infrastructure building.

It should be noted that the current Sewerage Treatment Plant is nearing end of life. Procrastinating on undertaking this critical project presents a risk to council that is beyond the tolerance of acceptability. The new proposed sewerage treatment plant includes all required environmental inclusions and will service the Blackall township for over 50 years. If approved, work will commence almost immediately with completion expected late 2027. The new plant will be installed with a minimum of disruption to the community, with the existing plant to be fully decommissioned and demolished upon the new plant commencing operation.

Because of sound financial management by council over the past several years, council can contribute that additional $4M without having to borrow any funds. The matter is presented to council for decision.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Ensure a safe and healthy environment for communities to live, work and play by providing a safe and healthy workplace where improvement, innovation and initiative are fostered and supported.
Operational & Governance Excellence - Provide collection, treatment and disposal of wastewater in accordance with our environmental obligations.
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.
Operational & Governance Excellence - Understand there are future implications for decisions made today.
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Rates and charges will provide value for residents and support the delivery of infrastructure, facilities and services.
Financial Strength, Infrastructure & Projects - Ensure that asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.
Financial Strength, Infrastructure & Projects - Deliver planned capital and operational projects in line with council, business and communities' needs.

Consultation (internal/external)

Chief Executive Officer
Councillors
Mayor
Chief Financial Officer
Director of Lifestyle and Community
Group Manager Roadworks
Group Manager Town and Rural Services

Policy Implications

Nil

Budget and Resource Implications

Additional $4 million dollars capital works. Will be included in the January 2027 budget review.

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	High	Current plant at end of life poses significant financial burden on council is construction of new plant delayed due to world events and increase for transport and materials. New plant will see risk significantly reduced.	Low
Legal & Regulatory	High	The current Blackall STP situates council in a high risk, however with the approval of the construction of a new plant will ensure the facility is compliant	Low
People	Medium	Current plant at end of life poses a health risk. New plant will see risk reduced to very low.	Very Low
Operational	High	Unable to sustain current plant due to age of structure. New plant will see risk reduced.	Low
Environmental	High	Current plant is non-compliant (due to the age of the plant) and causing environmental impacts. New plant will ensure compliance and emergency circumstances may cause limited risk to environment	Low
Strategic	Medium	Timely for upgrade to minimise impacts	Low
Ethical	Low	Reputable contractor same values as BTRC	Very Low
Reputation	Medium	Potential risk to council with current plant, significant reduction with new plant construction.	Very Low
Leadership	Medium	Evidence provided indicates recommendation for new plant is justified and reduces significant risks across the matrix.	Very Low

Proposed Risk Treatment

In all risk categories the current Blackall STP presents a significantly high risk, the endorsement of the full construction of a new Blackall STP will see council acting responsibly and returning to full compliance and reducing all risks. Financially council must be vigilant and maintain best practice.

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

Nil

OFFICER REPORTS	
COUNCIL MEETING DATE	Wednesday 14 October 2026
ITEM NO:	**8.2.3**
SUBJECT TITLE:	**Drinking Water Quality Management Plan**
AUTHOR AND OFFICERS TITLE:	Alison Lamb Director of Organisational Performance
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Council is required to review their Drinking Water Quality Management Plan every two (2) years and submit the updated plan to the Department of Local Government, Water and Volunteers (Water Regulator) for assessment.

Officer's Recommendation:
That council adopt the 2026 Drinking Water Quality Management Plan Service Provider No. 475 for Blackall-Tambo Regional Council as approved by the Department of Local Government, Water and Volunteers on 23 September 2026.

Background

Outside of Southeast Queensland, 75 providers supply drinking water, 65 of these are Councils. Blackall-Tambo Regional Council, under the *Water Supply (Safety and Reliability) Act 2008* is a drinking water service provider and therefore responsible for monitoring and managing water quality providing safe and reliable drinking water.

The purpose of the Drinking Water Quality Management Plan is to ensure Blackall-Tambo Regional Council provides safe, reliable, efficient water services to residents and businesses in the Blackall-Tambo region.

Council wishes to ensure that it supplies high-quality drinking water that meets or exceeds our Drinking Water Quality Management Plan and the Australian Drinking Water Guideline standards.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Provide quality, safe and reliable water for the needs of businesses and households.
Operational & Governance Excellence - Ensure best practice in corporate governance.
Operational & Governance Excellence - Understand there are future implications for decisions made today.
Financial Strength, Infrastructure & Projects - Rates and charges will provide value for residents and support the delivery of infrastructure, facilities and services.

Consultation (internal/external)

Chief Executive Officer
Director Organisational Performance
Group Manager Environment, Health and Compliance
Group Manager Town and Rural Services
Environmental Health Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Assessment

Risk Category	Risk Tolerance	Summary of Risks Involved	Risk Rating
Financial	Low	Nil	Low
Legal & Regulatory	Low	*Water Supply (Safety and Reliability) Act 2008*	Low
People	Low	Nil	Low
Operational	Medium	Nil	Low
Environmental	Medium	Nil	Low
Strategic	Medium	Nil	Low
Ethical	Low	Nil	Low
Reputation	Low	Nil	Low
Leadership	Low	Nil	Low

Proposed Risk Treatment

Nil

Human Rights Impact

Section 4(b) of the *Human Rights Act 2019* (the Act) requires public entities to act and make decisions in a way compatible with human rights. The Act requires public entities to only limit human rights in certain circumstances and after careful consideration. The human rights protected under the Act are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:	
1. Recognition and equality before the law	2. Right to life
3. Protection from torture and cruel, inhuman or degrading treatment	4. Freedom from forced work
5. Freedom of movement	6. Freedom of thought, conscience, religion and belief
7. Freedom of expression	8. Peaceful assembly and freedom of association
9. Taking part in public life	10. Property rights
11. Privacy and reputation	12. Protection of families and children
13. Cultural rights – generally	14. Cultural rights – Aboriginal peoples and Torres Strait Islander peoples
15. Right to liberty and security of person	16. Humane treatment when deprived of liberty
17. Fair hearing	18. Rights in criminal proceedings
19. Children in the criminal process	20. Right not to be tried or punished more than once
21. Retrospective criminal laws	22. Right to education
23. Right to health services	

Consideration has been afforded with regard to the 23 human rights and no human rights have been limited in the forming of the officer recommendation.

Attachments

1. BTRC DWQMP Amendment 2026 Redacted [**8.2.3.1** - 86 pages]

DRINKING WATER QUALITY MANAGEMENT PLAN

Service Provider No 475

GBA CONSULTING ENGINEERS

Document Control

Date	Description	Author
July 2017	Previous Version	George Bourne & Associates
29/01/2020	Review	William Green
05/03/2020	Report released to Client	Garth Kath
16/07/2020	Amended and released to Regulator	Garth Kath
01/06/2022	Amended based on Regulator feedback	Isabeau Gavel
07/06/2022	Approved for Release	Rick Rolfe
11/10/2023	Amended in response to Regular Review	Isabeau Gavel
24/10/2023	Review	Ajay Agway
16/07/2024	Amended in response to Regulator Review	Isabeau Gavel
25/10/2025	Review	Alison Lamb, Peter Mann, Wesley Phillips & Greg Nicholls
16/02/2026	Updated in response to Regulator Feedback (V1 – updates to Section 5)	Isabeau Gavel
25/02/2026	Updated in response to Regulator Feedback (V2 – updates to Section 7)	Isabeau Gavel
23/06/2026	Updated in response to Information Requirement Notice	Isabeau Gavel, Alison Lamb, Peter Mann, Wesley Phillips & Greg Nicholls
15/09/2026	Updated in response to Information Requirement Notice (version 2)	Isabeau Gavel, Alison Lamb, Peter Mann, Wesley Phillips & Greg Nicholls

GBA Project/Doc ID no. 190163 / 469407

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact GBA Consulting Engineers.

Phone 07 4651 5177
Email admin@gbaengineers.com.au

WWW.JAS-ANZ.ORG/REGISTER

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1.0 INTRODUCTION

1.1 Drinking Water Quality Management Plan Overview

This document describes how Blackall-Tambo Regional Council (BTRC) provides safe and reliable drinking water services to the communities of Blackall and Tambo, in conjunction with the *Water Supply (Safety and Reliability) Act 2008* (*the Act*) which commenced on the 1st July 2008.

The purpose of *the Act* is to provide for the safety and reliability of water supply throughout Queensland and it includes provisions relating to the management of drinking water quality, aimed at protecting public health. This outcome is achieved primarily through a regulatory framework for drinking water quality which requires Drinking Water Service Providers to:

- Undertake monitoring and reporting on drinking water quality;
- Have an approved Drinking Water Quality Management Plan (DWQMP).

This DWQMP is prepared in-line with the DWQMP Guideline issued by the Department of Local Government, Water and Volunteers (DLGWV).

The operation of a water service or a drinking water service is also covered under other State and Commonwealth Legislation. The requirements of the *Water Supply (Safety and Reliability) Act 2008* do not negate the requirements of other Legislation unless expressly stated. The Drinking Water Service Provider (DWSP) is responsible for obtaining any necessary approvals under other Acts to ensure the compliant operation of their services. Other State and Commonwealth Legislation relating to the operations of water services may include:

- *Water Legislation Act 2016*
- *Public Health Act 2005*
- *Public Health Regulation 2018*
- *Plumbing and Drainage Act 2018*
- *Planning Act 2016*
- *Environmental Protection Act 1994*
- *Water Act 2000*
- *Trade Practices Act 1974*
- *Work Health and Safety Act 2011*
- *Food Act 2006*

1.2 Registered Service Details

This DWQMP relates to the water supply services owned and operated by:

Blackall-Tambo Regional Council, Service Provider ID 475
P.O. Box 21
6 Coronation Drive
BLACKALL 4472
P: (07) 4621 6600
E: admin@btrc.qld.gov.au

The first point of contact in relation to this plan is:

Mike Lollback
Chief Executive Officer
P: (07) 4657 8855
M: 0488 574 035
E: ceo@btrc.qld.gov.au

The administration centre and main works depot for the region are located in the town of Blackall. There is also customer service available at the Council Office in Tambo.

1.3 Chief Executive Office Endorsement

Blackall-Tambo Regional Council recognises the importance of this DWQMP in the management and provision of safe and reliable drinking water services to the reticulated parts of the Shire. BTRC aims to maintain an integrated approach to ensuring that the requirements of this DWQMP are adhered to by all BTRC staff and any contractors operating on behalf of BTRC. In particular, BTRC endorses all outcomes from the current risk assessment and all items outlined in the Risk Management Improvement Programme.

Date: 16 September,2026

Mike Lollback
CHIEF EXECUTIVE OFFICER

1.4 Blackall-Tambo Regional Council

Blackall Tambo Regional Council is located in Queensland's central-west and covers a total area of 30,537km^2 with an approximate population of 1,920 people (as per the 2021 census from the Australian Bureau of Statistics). The Region acts as a gateway community to outback Queensland with a rich history and a unique environment that attracts significant numbers of tourists, particularly during the cooler months. The Region consists of two towns; Blackall and Tambo. The administrative centre of the Region is located in Blackall, approximately 1000km north-west of Brisbane.

BTRC is a small Drinking Water Service Provider (DWSP) as defined in the *Water Supply (Safety and Reliability) Act 2008* and provides potable water reticulation to the Blackall and Tambo townships, which is sourced from the Great Artesian Basin. There are three relatively recent rural residential developments near the towns which have been mostly taken up by local residents rather than an influx of new residents. These include the Industrial sub-divisions in both centres and a rural sub-division in Blackall.

Table 1 below outlines the current population and connections for the towns of Blackall and Tambo, taken from the Australian Bureau of Statistics 2021 census. Figure 1 depicts the BTRC boundary location relative to the rest of Queensland.

Table 1: Blackall and Tambo population and connections.

Scheme Name	Community Serviced	Current		
		Population	Connections	Demand
Blackall	Blackall	1,365	771	0.50 kL/day
Tambo	Tambo	318	224	0.13 kL/day

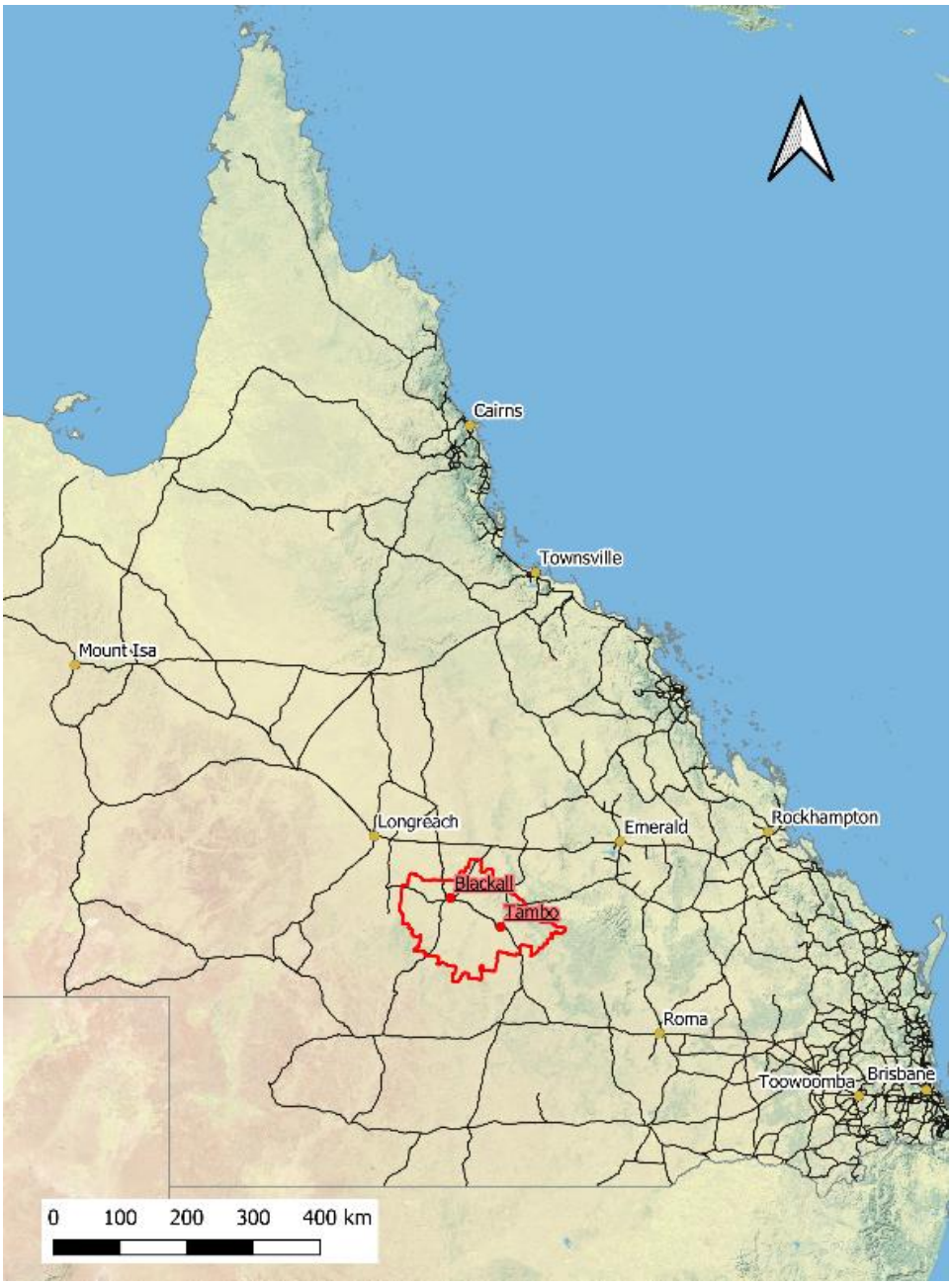


Figure 1: Blackall-Tambo Regional Council area and location relative to Queensland.

1.5 Blackall-Tambo Regional Council Stakeholders

Table 2: Blackall-Tambo Regional Council stakeholders and sensitive users.

Organisation	Contact Name and Details	DWQMP Relevance	How the stakeholder is engaged in the DWQMP
Blackall Tambo Regional Council	[redacted]	Council CEO	Council CEO
	[redacted]	Overall Supervisor	Participation in review of risks, hazards and hazardous events associated with all water supplies. Review of DWQMP documentation.
	[redacted]	Oversees Council Workforce	Participation in review of risks, hazards and hazardous events associated with all water supplies. Input to existing preventive barriers, operational initiatives and monitoring programs.
	[redacted]	Oversees Environmental Health and Compliance	
	[redacted]	EHO	
	[redacted]	Plumber	Water Operator and Maintenance of Infrastructure.
GBA Consulting Engineers	[redacted]	Consultancy Services	Preparation of the DWQMP.

Organisation	Contact Name and Details	DWQMP Relevance	How the stakeholder is engaged in the DWQMP
Water Supply Regulator	[redacted]	Water Supply Regulator	Approval of DWQMP documentation.
Queensland Health Public Health Unit	[redacted]	Public Health Unit	Public Health.
Toowoomba Regional Water	[redacted]	Water Analysis Authority	Chemical Analysis/ Reporting Water Quality.
Idexx	[redacted]	Water Sampling Supplies	Water Quality Monitoring
QLD Government Chief Information Office	[redacted]	Cyber Security Hotline	Cyber Security Assistance.
Blackall Sensitive Users			
Blackall Hospital	[redacted]	Sensitive User	Sensitive User.
Blackall State School	[redacted]	Sensitive User	Sensitive User.
Blackall Catholic School	[redacted]	Sensitive User	Sensitive User.
Lady Gowrie Blackall Daycare	[redacted]	Sensitive User	Sensitive User.
St Joseph's Catholic Kindergarten	[redacted]	Sensitive User	Sensitive User.
Barcoo Living Aged Care	[redacted]	Sensitive User	Sensitive User.
Tambo Sensitive Users			

Organisation	Contact Name and Details	DWQMP Relevance	How the stakeholder is engaged in the DWQMP
Tambo Health Centre	[redacted]	Sensitive User	Sensitive User.
Tambo State School	[redacted]	Sensitive User	Sensitive User.
Tambo Daycare Facility	[redacted]	Sensitive User	Sensitive User.
Tambo Multipurpose Centre	[redacted]	Sensitive User	Sensitive User.

2.0 CATCHMENT CHARACTERISTICS

2.1 Catchment

The Blackall-Tambo Local Government Area (LGA) is situated in the upper catchment areas of four drainage basins, including, the Fitzroy, the Warrego, the Bulloo, and the Cooper Creek Basins (Figure 2). Being situated in the upper reaches of the catchments, the drinking water schemes do not receive inflows from neighbouring regions. The most significant waterway in the region is the Barcoo River, which constitutes the majority of the area in the LGA, with the headwaters of the Bulloo, Warrego and Fitzroy associated with the land to the south-west, south and south-east of the region.

2.2 Landscape

The Blackall-Tambo region is comprised of a range of landscape types. The north and eastern extent of the region is associated with slight to steep undulating land formed in part from the watershed of the Great Dividing Range. The Geology in this landscape is mostly associated with Cainozoic and Proterozoic sediments which range in texture from coarse consolidated materials of low fertility to fine grained material with moderate fertility. Mulga lands are present in the south and west of the region associated with the Warrego and Gowan Ranges respectfully. Mulga lands are typically associated with low elevation ranges and plains of sandy infertile soils typically dominated by mulga (*Acacia aneura*). The majority of the region is covered by low-lying Mitchel Grass Downs, these landscapes are associated with flat to gently undulating plains and deep cracking clays of open grasslands with acacia woodlands.

The generally flat terrain and moderately fertile clay soils makes the region particularly suited to broad scale grazing, with the agricultural industry providing the greatest level of employment in the region, accounting for approximately 30% of the region's workforce. The region's dependence on agriculture is depicted in the land use map in Figure 3 below, which identifies agriculture as the predominant land-use activity.

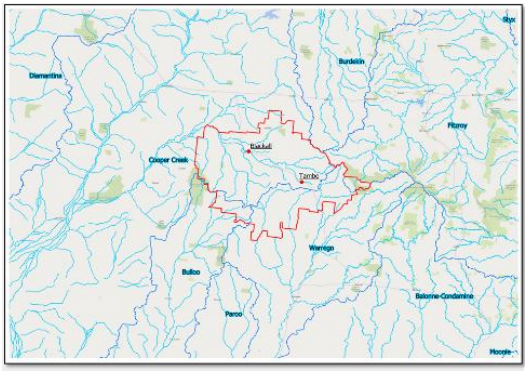


Figure 2: QLD Drainage Basins within the Blackall-Tambo LGA.

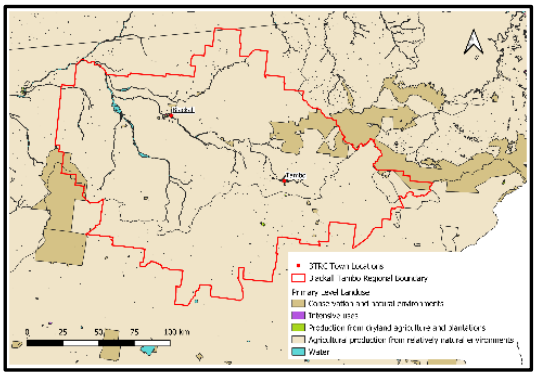


Figure 3: Blackall-Tambo LGA Land Use Map.

2.3 Climate

The average annual rainfall for Blackall and Tambo is 526mm and 530mm respectfully with the majority of the rain falling between late November and late March. The mean annual maximum temperature is 30.2 for Blackall (Figure 4) and 29.1°C for Tambo (Figure 5).

Figure 4: Climate Graph, Blackall Airport.

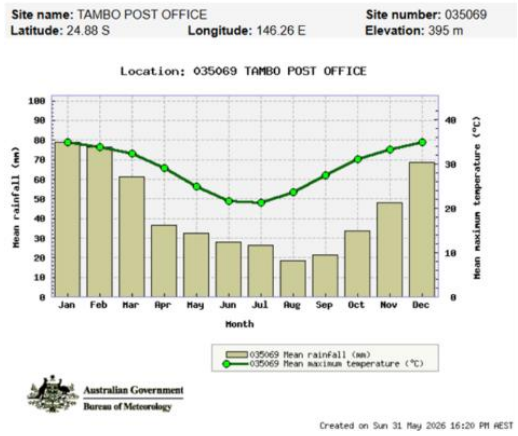


Figure 5: Climate graph, Tambo Post Office.

2.4 Great Artesian Basin

The Blackall and Tambo drinking water schemes source their water from The Great Artesian Basin (GAB), which covers approximately one-fifth of the Australian continent and contains 8.7 x 10^6 GL of groundwater in the Jurassic sandstone aquifers. It is the largest groundwater and artesian basin in the world. The basin is located under mostly arid and semi-arid landscapes to the west of the Great Dividing Range. The major sources of recharge for the GAB are through rainfall and stream flow infiltrating into the exposed sandstone on the edges of the basin.

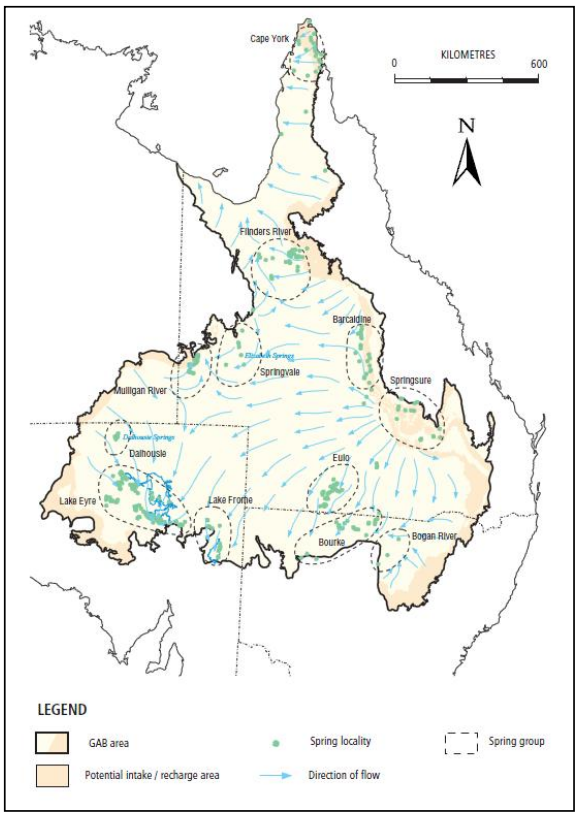


Figure 6: Great Artesian Basin Recharge, Discharge, and Flow Diagram.

3.0 BLACKALL DRINKING WATER SCHEME

The Blackall Drinking Water Scheme sources its water from three artesian bores, detailed in Table 3 and Figure 7 below. All bores draw water from the Great Artesian Basin which flows directly into the distribution system under positive pressure. All bore meters are manual. Rural connections for Blackall receive drinking water at their point of connection with privately owned infrastructure to their properties.

Table 3: Blackall drinking water infrastructure details.

Component		Details		
Source Water	Name	Bore 2 - Council Depot	Bore 3 – Showgrounds	Bore 4 - Leek St
	Details	**Artesian RN:** 318 **Depth:** 789m **Drill Date:** 1901 **Aquifer:** Adori Sandstone **Details**: Sealed	**Artesian RN:** 14588 **Depth:** 843m **Drill Date:** 1962 **Aquifer:** Hutton Sandstone **Details:** Sealed	**Artesian RN:** 69912 **Depth:** 850m **Drill Date:** 1994 **Aquifer:** Hutton Sandstone **Details:** Sealed
	% of Supply	33%	33%	33%
	Reliability	100%	100%	100%
	Catchment Categorisation	Class I Vulnerability – fully protected groundwater.		
	Contamination Sources	None.		
	Water Quality Issues	Elevated pH and temperature (~60°C).		
Source Infrastructure	Description	All bores draw from the Great Artesian Basin and are constructed from steel casing.		
Treatment		Fully sealed artesian system, no treatment required.		
Disinfection		Not required.		
Distribution System	**Pipe Material**	**PVC/Poly**		
	Age range	50 years' maximum		
	Approx. % of total length	45%		
	Pipe Material	**Blue Brute**		
	Age range	30+ years		
	Approx. % of total length	50%		
	Areas with potential long detention periods?	Blackall Industrial Estate.		
	Areas with low water pressure?	Not applicable.		
Reservoirs		None.		

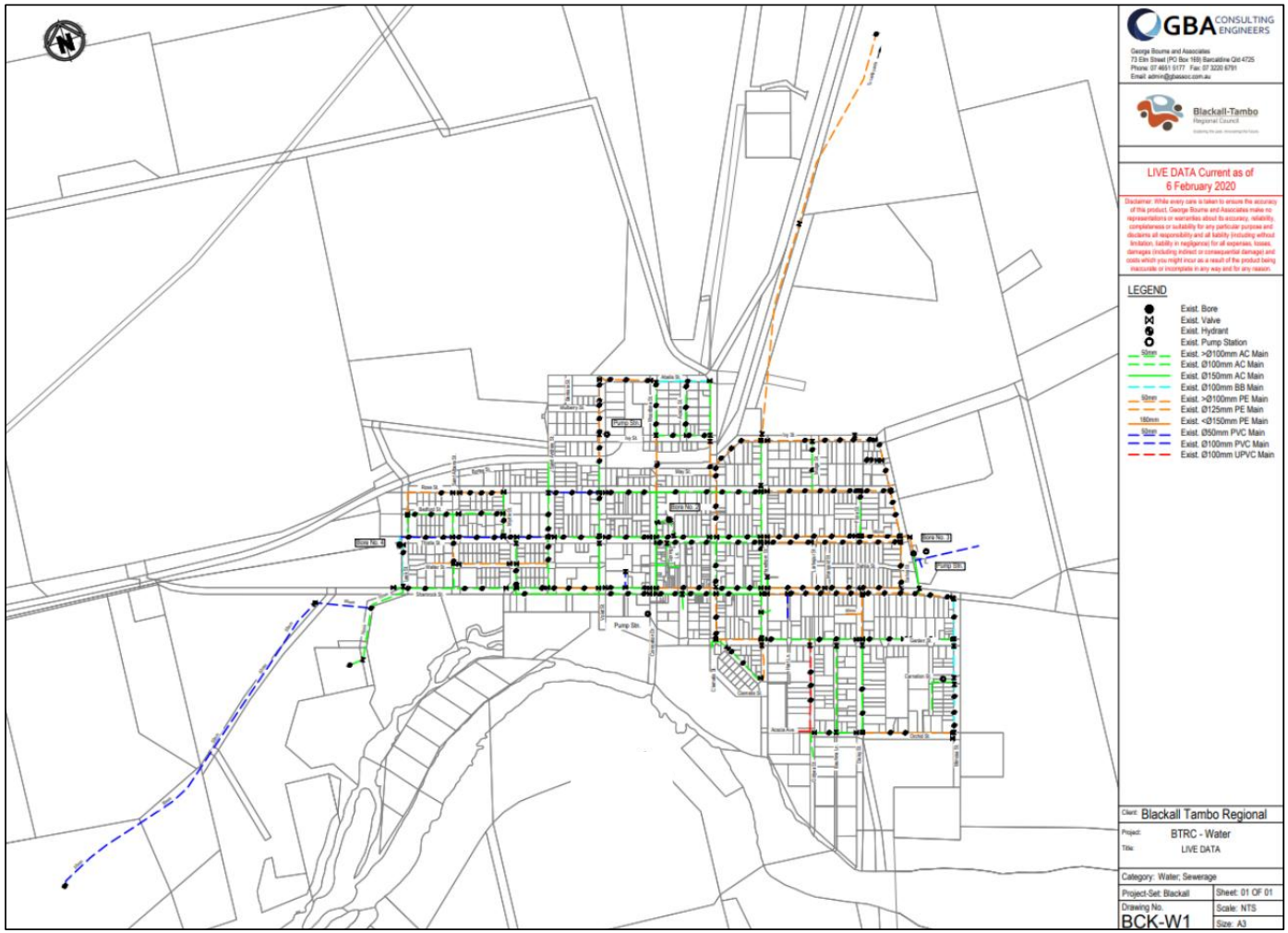


Figure 7: Blackall, drinking water supply schematics.

4.0 TAMBO DRINKING WATER SCHEME

The Tambo Drinking Water Scheme consists of four bores; 3x deep artesian bores and 1x sub-artesian bore (detailed in Table 4 and Figure 8 below). The Williams St and Council Depot bores are the primary bores used to supply potable water to the town, while the Truck Fill bore is used as a watering point for Council trucks and to supply potable water to the sports oval complex. The Truck Fill bore can also connect to the rest of the distribution and supply potable water to the entire town as required.

The Golf Club bore is a standalone bore located ~4.4km north of Tambo which supplies potable water to the Tambo Golf Club (via. 3x water tanks), in addition to cattle troughs on the town common. It's not currently possible for this bore to be connected to the rest of the Tambo distribution system.

All bores draw water from the Great Artesian Basin. The Williams St, Council Depot and Truck Fill bores all flow under positive pressure directly into the Tambo distribution system. Water from the Golf Club bore is pumped using a Grundfos 500 pump directly to the Gold Club where it is stored in three water tanks.

Similar to Blackall, all bore meters are manual and rural connections for Tambo receive drinking water at their point of connection with privately owned infrastructure to their properties.

Table 4: Tambo drinking water infrastructure details.

Component		Details		
Source water (Tambo Distribution)	Name	Bore 3 – Williams St	Bore 4 – Council Depot	Bore 5 – Truck Fill
	Details	**Artesian RN:** 116583 **Depth:** 662m **Drill Date:** 2019 **Aquifer:** Precipice Sandstone **Details:** Sealed	**Artesian RN:** 50896 **Depth:** 753m **Drill Date:** 2000 **Aquifer:** Hutton Sandstone **Details:** Sealed	**Artesian RN:** 116498 **Depth:** 612m Drill Date: 2014 **Aquifer:** Hutton Sandstone **Details:** Sealed
	% of Supply	45%	45%	10%
	Reliability	100%	100%	100%
	Catchment Categorisation	Class I Vulnerability, fully protected groundwater.		
	Contamination Sources	None.		
	Water Quality Issues	Elevated temperature (~50°C), Iron and Manganese.		
Source Water (Tambo Golf Club)	Name	Golf Club Bore		
	Details	**Artesian RN:** 116259 **Depth:** 207m **Drill Date:** 2007 **Aquifer:** Adori Sandstone		

Component		Details
		Details: Bore is not fully sealed.
	% of Supply	100%
	Reliability	100%
	Catchment Categorisation	Category II vulnerability.
	Contamination Sources	Sub-artesian aquifers may be susceptible to leaching contaminants from the surface.
	Water Quality Issues	Elevated Iron and Manganese.
Source Infrastructure	Description	All bores draw from the Great Artesian Basin constructed from steel casing.
Treatment	Tambo Distribution	Fully sealed artesian system, no treatment required.
	Tambo Golf Club	
Disinfection	Tambo Distribution	Not required.
	Tambo Golf Club	
Distribution System	**Pipe Material**	**UPVC/Poly**
	Age range	Renewed in 2000- 2001.
	Approx. % of total length	100%
	Areas with potential long detention?	Tambo Industrial Estate & at the end of the main lines.
	Areas with low water pressure?	None.
Reservoirs		None.

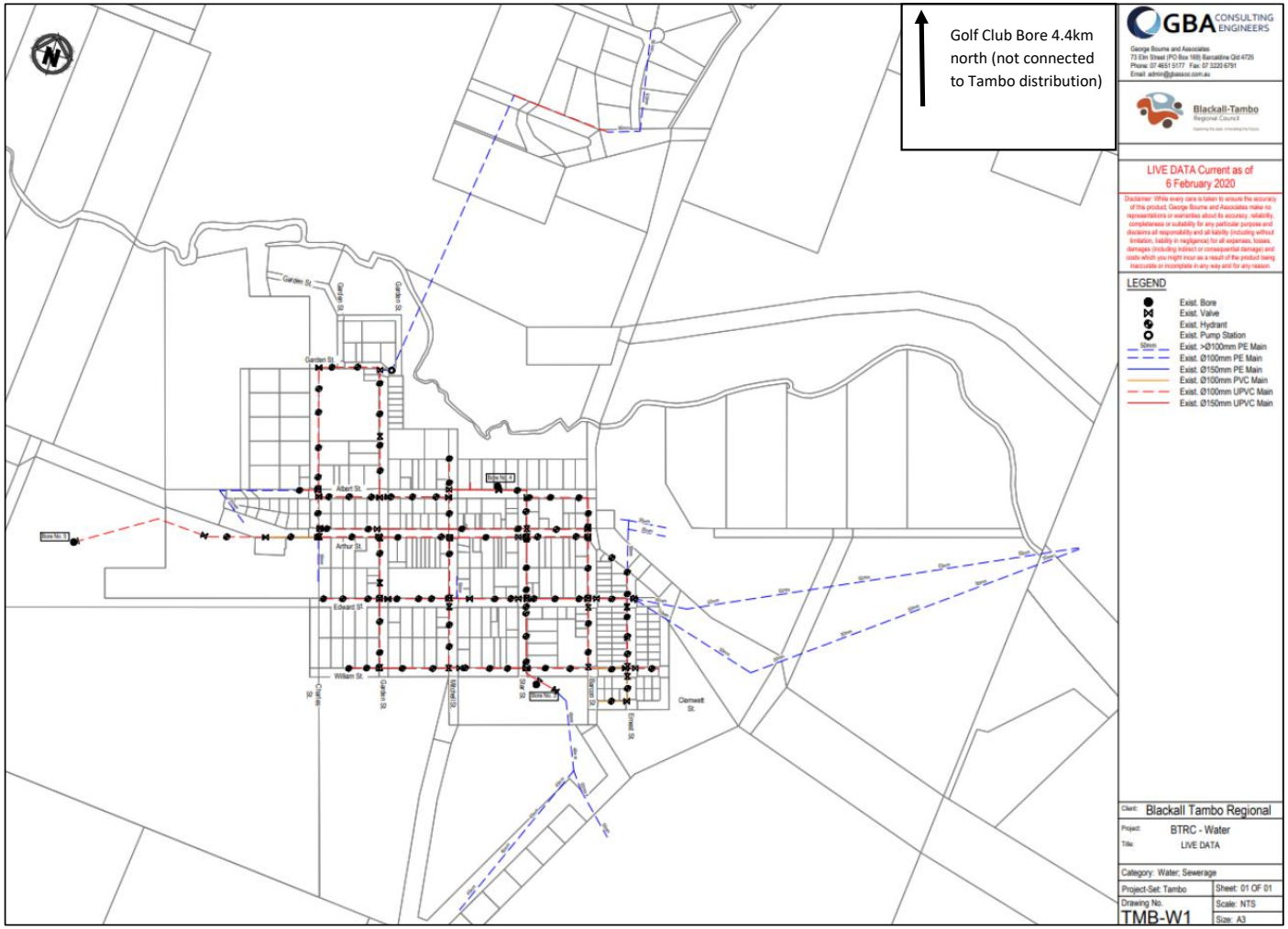


Figure 8: Tambo town schematics. Refer to Figure 9 for Golf Club bore schematics.

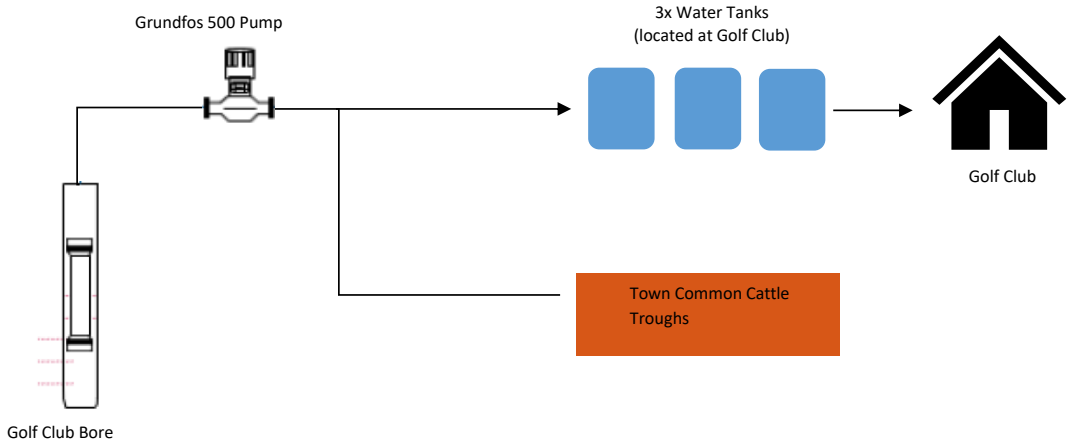


Figure 9: Golf Club bore schematic. Note, Council ownership ceases after bore pump.

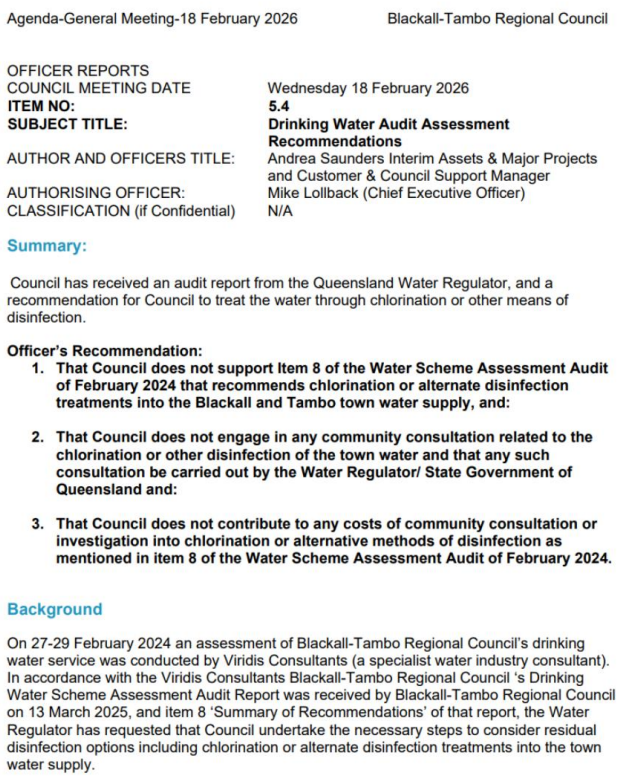
5.0 BLACKALL AND TAMBO DRINKING WATER QUALITY

Blackall and Tambo's source water is of a quality that does not require any chemical treatment as it generally complies with the ADWG. This also assists in reducing the complexity of the schemes so that they're more manageable for water operators. Chorine disinfection is not a viable option for Council to pursue due to the cost required for the implementation and continual maintenance of a disinfection system. Being deep Artesian ground water, the water is sterile at its source and due to the positive pressure throughout the distribution systems, there is no opportunity for contamination to occur under normal operating conditions. If a section of the distribution system is depressurised for repairs, then extended flushing of the effected section is undertaken to thoroughly clean the system.

In a BTRC General Meeting held 18 February 2026, a report was included to discuss chlorination or alternate disinfection systems for the schemes. The outcome of this report was that Council would not pursue further discussions relating to disinfection of their schemes. A summary of the report is provided in Figure 9 below, the full Council report can be found here:

https://www.btrc.qld.gov.au/files/assets/public/v/1/council/documents/agendas/2026/general_meeting-18_march_2026_agenda.pdf and link to the February minutes in the March Council report, confirming the February minutes can be found here:

https://www.btrc.qld.gov.au/files/assets/public/v/1/council/documents/agendas/general_meeting__19_march_202__agenda.pdf.



Agenda-General Meeting-18 February 2026 Blackall-Tambo Regional Council

OFFICER REPORTS

COUNCIL MEETING DATE	Wednesday 18 February 2026
ITEM NO:	**5.4**
SUBJECT TITLE:	**Drinking Water Audit Assessment Recommendations**
AUTHOR AND OFFICERS TITLE:	Andrea Saunders Interim Assets & Major Projects and Customer & Council Support Manager
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

Council has received an audit report from the Queensland Water Regulator, and a recommendation for Council to treat the water through chlorination or other means of disinfection.

Officer's Recommendation:

1. **That Council does not support Item 8 of the Water Scheme Assessment Audit of February 2024 that recommends chlorination or alternate disinfection treatments into the Blackall and Tambo town water supply, and:**
2. **That Council does not engage in any community consultation related to the chlorination or other disinfection of the town water and that any such consultation be carried out by the Water Regulator/ State Government of Queensland and:**
3. **That Council does not contribute to any costs of community consultation or investigation into chlorination or alternative methods of disinfection as mentioned in item 8 of the Water Scheme Assessment Audit of February 2024.**

Background

On 27-29 February 2024 an assessment of Blackall-Tambo Regional Council's drinking water service was conducted by Viridis Consultants (a specialist water industry consultant). In accordance with the Viridis Consultants Blackall-Tambo Regional Council 's Drinking Water Scheme Assessment Audit Report was received by Blackall-Tambo Regional Council on 13 March 2025, and item 8 'Summary of Recommendations' of that report, the Water Regulator has requested that Council undertake the necessary steps to consider residual disinfection options including chlorination or alternate disinfection treatments into the town water supply.

Figure 10: Exert from Council meeting held 18/02/2026 regarding disinfection of the Blackall and Tambo schemes.

Council maintains copies of water quality data from 2018 onwards, all of which is trended in two spreadsheets, one relating to in-house monitoring, the other relating to external monitoring. All external water quality lab reports are reviewed by Council, uploaded to council's Sharepoint folder and saved in Council's filing system. Nonetheless, some data gaps exist. No external verification monitoring was undertaken during the 2021-22 financial year for either scheme and no in-house *E.coli* monitoring was undertaken in Tambo during the 2022-23 financial year. Both incidents were reported to the Regulator at the time and were attributed to miscommunications between staff during periods of high staff turnover. These incidents have since been resolved.

The data provided in Sections 5.1 and 5.2 below is all available data for the Blackall and Tambo schemes, with graphical representations provided for some water quality parameters in Appendix C. It should be noted that data for the Tambo Golf Club Bore has been trended separately to the rest of the Tambo scheme as it draws its water from a sub-artesian source and because it acts as a stand-alone bore, only supplying water to the Golf Club.

5.1 Blackall Drinking Water Quality Summary

Table 5: Blackall source water summary (2022-2026).

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
E. coli	MPN/100ml	External	12	0	0	0	0	0	1	0		
Total Coliforms	MPN/100mL	External	12	0	0	0	0	0				
Heterotrophic Plate Count	CFU/mL	External	12	50	14.17	0	13.04	39				
Conductivity	µS/cm	External	12	414	388.5	360	15.89	411.25				
True Colour	mg/L	External	12	3	1.167	1	0.553	1.9			15	0
Total Hardness	mg/L	External	12	22	17	8	4.865	22			200	0
pH	pH Units	External	12	8.6	8.467	8.3	0.094	8.6			≥6.5 & ≤8.5	2 (>8.5)
Total Dissolved Solids	mg/L	External	12	274	254.8	238	9.825	270.15			600	0
Total Dissolved Ions	mg/L	External	12	331	309.6	291	11.09	328.25				
Turbidity	NTU	External	12	0.43	0.2	0.15	0.09	0.386			5	0
Chloride	mg/L	External	12	39.5	33.12	26.5	4.296	39.115			250	0
Nitrate	mg/L	External	12	0.5	0.167	0.1	0.149	0.5	50	0		
Nitrite	mg/L	External	12	0.5	0.167	0.1	0.149	0.5	3	0		
Calcium	mg/L	External	12	8.41	6.58	3.08	1.827	8.2945				
Magnesium	mg/L	External	12	0.5	0.274	0.032	0.142	0.5				
Potassium	mg/L	External	12	5.1	4.058	2.1	1.14	5.1				
Silica	mg/L	External	12	34	32.42	30	1.256	34			80	0

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
Sodium	mg/L	External	12	94.8	84.6	74	5.705	92.655			180	0
Sulphate	mg/L	External	12	8	6.667	6	0.745	8			250	0
Phosphate	mg/L	External	12	0.03	0.023	0.02	0.005	0.03				
Total Iron	mg/L	External	12	0.03	0.013	0.008	0.006	0.0234			0.3	0
Total Manganese	mg/L	External	12	0.036	0.018	0.003	0.013	0.036	0.1	0	0.05	0
Arsenic	mg/L	External	12	0.0013	0.001	0.00099	0.0001	0.0013	0.01	0		
Cadmium	mg/L	External	12	0.0004	0.00025	0.0001	0.00015	0.0004	0.002	0		
Chromium	mg/L	External	12	0.0005	0.0004	0.0003	0.0001	0.0005	0.05	0		
Copper	mg/L	External	12	0.002	0.002	0.001	0.0005	0.002	2	0	1	0
Fluoride	mg/L	External	6	0.5	0.3	0.2	0.141	0.5	1.5	0		
Mercury	mg/L	External	12	0.0004	0.00025	0.0001	0.00015	0.0004	0.001	0		
Lead	mg/L	External	12	0.00029	0.0002	0.0001	0.00006	0.0002405	0.005	0		
Nickel	mg/L	External	12	0.001	0.00075	0.0005	0.00025	0.001	0.02	0		
Zinc	mg/L	External	12	0.01	0.008	0.005	0.002	0.01			3	0
Uranium	mg/L	External	3	0.0001	0.0001	0.0001	0	0.0001	0.017	0		
Gross Alpha	Bq/L	External	3	0.1	0.1	0.1	0	0.1			0.5	0
Gross Beta	Bq/L	External	3	0.1	0.1	0.1	0	0.1			0.5	0
Aesthetic Guideline Exceedance												
Health Guideline Exceedance												

Table 6: Blackall distribution system summary (2018-2026).

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
E. coli	MPN/100ml	External	27	0	0	0	0	0	1	0		
Total Coliforms	MPN/100mL	External	27	0	0	0	0	0				
Heterotrophic Plate Count	CFU/mL	External	24	22100	966.7	0	4408	484				
Conductivity	µS/cm	External	54	440	393.963	354	17.592	420.75				
True Colour	mg/L	External	30	6	1.3	0	1.3515	4.55			15	0
Total Hardness	mg/L	External	54	22	14.7685	7.7	5.0373	20.35			200	0
pH	pH Units	External	54	8.7	8.37389	7.2	0.2791	8.7			≥6.5 & ≤8.5	13 (>8.5)
Total Dissolved Solids	mg/L	External	54	282	255.926	234	10.588	271.7			600	
Total Dissolved Ions	mg/L	External	47	339	312	289	12.833	333.7				
Turbidity	NTU	External	33	0.5	0.23333	0.1	0.1336	0.5			5	0
Chloride	mg/L	External	54	43.4	33.4056	24.6	4.8177	40.87			250	0
Nitrate	mg/L	External	48	0.9	0.16833	0.01	0.223	0.7	50	0		
Nitrite	mg/L	External	24	0.5	0.12917	0.1	0.0841	0.2	3	0		
Calcium	mg/L	External	54	8.66	5.70389	3	1.8758	7.8875				
Magnesium	mg/L	External	54	0.8	0.21139	0.013	0.1798	0.605				
Potassium	mg/L	External	54	5.1	3.649	0.024	1.3077	5				
Silica	mg/L	External	54	34	31.39	15.1	3.0416	34			80	0
Sodium	mg/L	External	54	98	86.13	78	4.6931	95.705			180	0
Sulphate	mg/L	External	53	9	6.811	5	0.87	8			250	0

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
Phosphate	mg/L	External	48	0.04	0.02604	0.02	0.006	0.0365				
Total Iron	mg/L	External	56	0.037	0.011	0.0025	0.0071	0.023			0.3	0
Total Manganese	mg/L	External	56	0.044	0.016	0.002	0.0134	0.03725	0.1	0	0.05	0
Arsenic	mg/L	External	15	0.0016	0.001	0.00093	0.0002	0.00153	0.01	0		
Cadmium	mg/L	External	15	0.0004	0.00022	0.0001	0.00015	0.0004	0.002	0		
Chromium	mg/L	External	15	0.0006	0.000307	0.0001	0.00016	0.00053	0.05	0		
Copper	mg/L	External	17	0.27	0.050282	0.001	0.07186	0.19	2	0	1	0
Fluoride	mg/L	External	18	0.5	0.198889	0.1	0.08232	0.2705	1.5	0		
Mercury	mg/L	External	9	0.0004	0.0003	0.0001	0.00014	0.0004	0.001	0		
Lead	mg/L	External	15	0.011	0.001887	0.0001	0.00321	0.00918	0.005	2		
Nickel	mg/L	External	15	0.001	0.00066	0.0001	0.00034	0.001	0.02	0		
Zinc	mg/L	External	17	0.23	0.034118	0.003	0.06391	0.19			3	0
Uranium*	mg/L	External	3	<0.1	<0.1	<0.1	0	0.1	0.017	0		
Gross Alpha	Bq/L	External	3	0.1	0.1	0.1	0	0.1			0.5	0
Gross Beta	Bq/L	External	3	0.1	0.1	0.1	0	0.1			0.5	0
Aesthetic Guideline Exceedance												
Health Guideline Exceedance												

*QLD Health lab reporting limit for Uranium at the time of sampling (December 2022) was 0.1mg/L, therefore, results were not considered to be in exceedance of ADWG health value.

Table 7: Blackall in-house monitoring results – distribution system.

Parameters	Units	Monitoring	Samples Tested	Summary of Results					ADWG Value			
				Max Value	Mean Value	Min Value	Std Dev	95th %	Health	Exceedances	Aesthetic	Exceedances
E.coli	CFU/100mL	Weekly	1582	0	0	0	0	0	1	0		
Turbidity	NTU	Weekly	327	2.8	0.315	0	0.355	0.91			5	0
Temperature	°C	Weekly	205	58	27.832	20	5.4	37				
Aesthetic Guideline Exceedance												
Health Guideline Exceedance												

5.1.1 Blackall Drinking Water Quality ADWG Exceedances

As previously mentioned, Blackall's source water generally complies with the ADWG, with only a few occasional exceedances of the ADWG aesthetic value for pH. Elevated pH levels are common in Blackall's drinking water, caused by the dissolution of minerals associated with the underlying geology of the area. No ADWG health value has been set for pH as elevated levels are only linked with taste issues and pipe scaling and therefore, elevated concentrations are not considered a hazard for the scheme. Furthermore, the average pH within Blackall's source water and distribution system sits at ~8.4 pH units, under the ADWG upper aesthetic of 8.5.

Finally, the Blackall scheme has recorded two exceedances of the ADWG health value for Lead within the distribution system, occurring in 2018 and 2024. These results have not been investigated because at the time, they were below the ADWG health value for Lead (0.01mg/L), which was only revised to a lower threshold in July 2025. Given that all source water monitoring for Lead has shown consistently low concentrations, averaging 0.0002 mg/L, it's likely that the elevated distribution results were caused by contamination at the tap head rather than within the drinking water supply. This is further supported by the distribution results which show an average Lead concentration of 0.0019 mg/L (below the ADWG health value). Nonetheless, Council will continue to monitor Lead concentrations within the scheme to ensure they continue to remain within the ADWG.

5.2 Tambo Drinking Water Quality Summary

Table 8: Tambo source water summary (2022-2026).

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
E. coli	MPN/100ml	External	12	2	0.167	0	0.553	0.9	1	1		
Total Coliforms	MPN/100mL	External	12	6	0.667	0	1.7	3.8				
Heterotrophic Plate Count	CFU/mL	External	12	15	8.75	0	4.146	12.25				
Conductivity	µS/cm	External	12	236	215.8	197	12.29	232.7				
True Colour	mg/L	External	12	20	5.417	1	6.664	19.45			15	2
Total Hardness	mg/L	External	12	45	34	24	6.745	44.45			200	0
pH	pH Units	External	12	7.3	7.033	6.8	0.175	7.3			≥6.5 & ≤8.5	0
Total Dissolved Solids	mg/L	External	12	153	141	127	8.206	151.35			600	0
Total Dissolved Ions	mg/L	External	12	177	165.7	150	8.985	175.35				
Turbidity	NTU	External	12	63	11.38	1.5	17.94	44.85			5	3
Chloride	mg/L	External	12	21.5	18.19	14.6	2.251	21.5			250	0
Nitrate	mg/L	External	12	0.5	0.167	0.1	0.149	0.5	50	0		
Nitrite	mg/L	External	12	0.5	0.167	0.1	0.149	0.5	3	0		
Calcium	mg/L	External	12	7.44	5.923	4.43	0.927	7.3135				
Magnesium	mg/L	External	12	6.44	4.638	3.11	1.11	6.33				
Potassium	mg/L	External	12	10.8	9.092	6.9	1.134	10.525				
Silica	mg/L	External	12	23	22.33	21	0.624	23			80	0

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
Sodium	mg/L	External	12	37.3	30.11	20.5	5.646	36.695			180	0
Sulphate	mg/L	External	12	7	5.5	2	1.384	7			250	0
Phosphate	mg/L	External	12	0.05	0.028	0.02	0.009	0.0445				
Total Iron	mg/L	External	12	4.89	1.632	0.688	1.343	4.054			0.3	12
Total Manganese	mg/L	External	12	0.075	0.047	0.036	0.01	0.064	0.1	0	0.05	3
Arsenic	mg/L	External	12	0.00052	0.0004	0.0002	0.0002	0.0005	0.01	0		
Cadmium	mg/L	External	12	0.0004	0.0003	0.0001	0.0002	0.0004	0.002	0		
Chromium	mg/L	External	12	0.0005	0.0004	0.0003	0.0001	0.0005	0.05	0		
Copper	mg/L	External	12	0.14	0.0179	0.001	0.0391	0.0905	2	0	1	0
Fluoride	mg/L	External	6	0.5	0.2333	0.1	0.1886	0.5	1.5	0		
Mercury	mg/L	External	8	0.0004	0.0002	0.0001	0.0001	0.0004	0.001	0		
Lead	mg/L	External	12	0.01	0.001	0.0001	0.0027	0.005	0.005	1		
Nickel	mg/L	External	12	0.001	0.0008	0.0005	0.0003	0.001	0.02	0		
Zinc	mg/L	External	12	0.35	0.0375	0.005	0.0943	0.1685			3	0
Uranium	mg/L	External	3	0.0001	0.0001	0.0001	0	0.0001	0.017	0		
Gross Alpha	Bq/L	External	3	0.5±0.5	0.43±0.2	0.4±0.2	0.047±0.2	0.49±0.2			0.5	3
Gross Beta	Bq/L	External	3	0.1±0.3	0.17±0.3	0.2±0.3	0.047±0.3	0.2±0.3			0.5	0
Aesthetic Guideline Exceedance												
Screening Value Exceedance												
Health Guideline Exceedance												

Table 9: Tambo golf club bore water summary (2024).

Analyte	Units	Monitoring	Summary of Results		Guideline Values			
			Samples Tested	Value	Health	Exceedances	Aesthetic/ Screening	Exceedances
E. coli	MPN/100ml	External	1	0	1	0		
Total Coliforms	MPN/100mL	External	1	0				
Heterotrophic Plate Count	CFU/mL	External	1	55				
Conductivity	µS/cm	External	1	900				
True Colour	mg/L	External	1	1			15	1
Total Hardness	mg/L	External	1	40			200	0
pH	pH Units	External	1	7.7			≥6.5 & ≤8.5	0
Total Dissolved Solids	mg/L	External	1	520			600	0
Total Dissolved Ions	mg/L	External	1	615				
Turbidity	NTU	External	1	30			5	1
Chloride	mg/L	External	1	168			250	0
Nitrate	mg/L	External	1	0.1	50	0		
Nitrite	mg/L	External	1	0.1	3	0		
Calcium	mg/L	External	1	13.7				
Magnesium	mg/L	External	1	1.33				
Potassium	mg/L	External	1	7.2				
Silica	mg/L	External	1	16			80	0
Sodium	mg/L	External	1	179			180	0
Sulphate	mg/L	External	1	28			250	0

Analyte	Units	Monitoring	Summary of Results		Guideline Values			
			Samples Tested	Value	Health	Exceedances	Aesthetic/ Screening	Exceedances
Phosphate	mg/L	External	1	0.02				
Total Iron	mg/L	External	1	4.56			0.3	1
Total Manganese	mg/L	External	1	0.129	0.1	1	0.05	1
Arsenic	mg/L	External	1	0.0005	0.01	0		
Cadmium	mg/L	External	1	0.0001	0.002	0		
Chromium	mg/L	External	1	0.0005	0.05	0		
Copper	mg/L	External	1	0.0072	2	0	1	0
Mercury	mg/L	External	1	0.0001	0.001	0		
Lead	mg/L	External	1	0.00085	0.005	0		
Nickel	mg/L	External	1	0.0005	0.02	0		
Zinc	mg/L	External	1	0.03			3	0
Uranium	mg/L	External	1	0.0001	0.017	0		
Gross Alpha	Bq/L	External	1	0.1±0.1			0.5	0
Gross Beta	Bq/L	External	1	0.1			0.5	0
Aesthetic Guideline Exceedance								
Health Guideline Exceedance								

Table 10: Tambo distribution system summary (2018-2026).

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
E. coli	MPN/100ml	External	23	0	0	0	0	0	1	0		
Total Coliforms	MPN/100mL	External	23	16	0.696	0	3.263	0				
Heterotrophic Plate Count	CFU/mL	External	23	400	41.96	0	85.82	155				
Conductivity	µS/cm	External	42	239	220.7	193	11.09	237				
True Colour	mg/L	External	24	19	3.625	0	4.442	11.7			15	1
Total Hardness	mg/L	External	42	46	31.57	25	4.991	43.65			200	0
pH	pH Units	External	40	7.4	6.996	6.5	0.224	7.305			≥6.5 & ≤8.5	0
Total Dissolved Solids	mg/L	External	42	158	143.2	127	6.416	152.9			600	0
Total Dissolved Ions	mg/L	External	42	191	169	151	7.85	178.95				
Turbidity	NTU	External	27	59	4.533	0.15	10.81	7.5			5	2
Chloride	mg/L	External	42	23	19.2	14.6	1.901	22.28			250	0
Nitrate	mg/L	External	40	0.5	0.129	0.05	0.113	0.5	50	0		
Nitrite	mg/L	External	23	0.5	0.13	0.1	0.086	0.2	3	0		
Calcium	mg/L	External	42	7.65	5.698	4.6	0.736	7.269				
Magnesium	mg/L	External	42	6.51	4.209	3.22	0.777	6.253				
Potassium	mg/L	External	42	10.8	9.217	7.3	0.929	10.59				
Silica	mg/L	External	40	23	21.45	20	0.773	22.05			80	0
Sodium	mg/L	External	42	38	31.83	21.8	3.505	36.385			180	0

Analyte	Units	Monitoring	Summary of Results						Guideline Values			
			Samples Tested	Maximum Value	Mean Value	Minimum Values	Std Dev	95th %	Health	Exceedances	Aesthetic/ Screening	Exceedances
Sulphate	mg/L	External	42	7	5.952	2	1.068	7			250	0
Phosphate	mg/L	External	40	0.09	0.027	0.01	0.014	0.0405				
Total Iron	mg/L	External	43	8.9	1.453	0.01	1.629	4.079			0.3	41
Total Manganese	mg/L	External	44	0.088	0.049	0.034	0.012	0.0753	0.1	0	0.05	8
Arsenic	mg/L	External	10	0.0005	0.0003	0.0001	0	0.0005	0.01	0		
Cadmium	mg/L	External	11	0.0004	0.0003	0.0001	0	0.0004	0.002	0		
Chromium	mg/L	External	11	0.0005	0.0003	0.0001	0	0.0005	0.05	0		
Copper	mg/L	External	12	0.12	0.03	0.002	0.035	0.0936	2	0	1	0
Fluoride	mg/L	External	13	0.5	0.1585	0.1	0.106	0.32	1.5	0		
Mercury	mg/L	External	9	0.0004	0.0003	0.0001	0	0.0004	0.001	0		
Lead	mg/L	External	11	0.016	0.002	0.0002	0.005	0.0098	0.005	1		
Nickel	mg/L	External	11	0.0023	0.0009	0.0002	0	0.0017	0.02	0		
Zinc	mg/L	External	12	0.21	0.0301	0.005	0.055	0.1187			3	0
Uranium	mg/L	External	6	0.0001	0.0001	0.0001	0	0.0001	0.017	0		
Gross Alpha	Bq/L	External	3	0.24 ±0.05	0.19±0.05	0.12±0.05	0.05±0.05	0.24±0.05			0.5	0
Gross Beta	Bq/L	External	3	0.4±0.1	0.3±0.1	0.2±0.1	0.08±0.1	0.39±0.1			0.5	0
Aesthetic Guideline Exceedance												
Health Guideline Exceedance												

Table 11: Tambo in-house monitoring results – distribution system.

Parameters	Units	Monitoring	Samples Tested	Summary of Results					ADWG Value			
				Max Value	Mean Value	Min Value	Std Dev	95th %	Health	Exceedances	Aesthetic	Exceedances
E.coli	CFU/100mL	Weekly	274	0	0	0	0	0	1	0		
Turbidity	NTU	Weekly	65	2.85	0.32	0	0.374	0.742			5	0
Temperature	°C	Weekly	54	39	24.73	16.29	4.29	31.265				
Aesthetic Guideline Exceedance												
Health Guideline Exceedance												

5.2.1 Tambo Drinking Water Quality ADWG Value Exceedances

5.2.1.1 Williams Street, Council Depot and Truck Fill Bores and Tambo Distribution System

In Tambo's, source and distribution water, exceedances of the ADWG aesthetic values have been recorded for True Colour, Turbidity, Iron, Manganese and exceedances of the ADWG health value has been recorded for Lead.

Elevated concentrations of Iron in Tambo's source water are common, caused by the underlying geology of the area. In the past, elevated Iron has also been found to impact other parameters, such as Turbidity, resulting in occasional exceedances above the ADWG aesthetic. It's therefore likely that the Turbidity exceedances are linked to the elevated Iron concentrations. Elevated Iron is not considered a concern for the scheme; however, it can cause taste issues in addition to staining of laundry and plumbing fittings, fouling of ion-exchange softeners and blockages in irrigation systems.

Similarly, the Manganese exceedances are likely caused by the underlying geology of the area, however, have only recently been identified as a possible concern for the scheme with the revision of the ADWG health and aesthetic values that occurred in July 2025. Monitoring in Tambo identifies average Manganese concentrations of 0.047mg/L (source water) and 0.049mg/L (distribution) which are below the ADWG aesthetic of 0.05mg/L. Historically, some fluctuations above the ADWG aesthetic have been recorded in the scheme, however, no exceedances of the new health limit have ever been identified. Nonetheless, Council will continue to monitor and investigate Manganese concentrations to ensure the continuation of a safe water supply.

Regarding the True Colour exceedances, this has only occurred once within the scheme in 2025 with both results considered to be outliers, possibly caused by elevated Iron concentrations, with the average concentration for the scheme well under the ADWG aesthetic of 15 HU.

Exceedances of the ADWG health value for Lead have been detected within the source water (2024) and distribution system (2018). Similar to the Blackall scheme, the source water Lead detection was not investigated at the time as it was within the old ADWG health value. The 2018 exceedance was investigated at the time and follow-up monitoring did not identify any additional Lead exceedances. As such, the exceedance was attributed to contamination at the tap head. Council will continue to monitor Lead concentrations within the scheme to ensure that results remain within the ADWG.

The Tambo scheme has also identified exceedances of the Gross Alpha screening value within the source water. Similar to Iron and Manganese, these exceedances can be attributed to the underlying geology of the area. Further investigation undertaken by Council at the time of the exceedances identified Radium-226 and Radium-228 concentrations to be under the ADWG screening value of 0.5 Bq/L (Table 10). As such, Council's mitigation measure for radiological activity is to continue to monitor Gross Alpha and Gross Beta concentrations, undertaking radionuclide testing as required. It should also be noted that while Gross Alpha exceedances have been detected within the source water, no exceedances have been identified within the distribution system. It's therefore possible that the blending of bore water provides some protection against exceedances within the distribution system.

Table 12: Tambo source water radionuclide sampling.

Parameters	Units	Radium-226	Radium-228
Tambo Depot Bore	mBq/L	90±20	120±60
Tambo Williams St Bore	mBq/L	90±20	180±70
Tambo Truck Fill Bore	mBq/L	90±20	120±60

Finally, Tambo had one positive detection for *E.coli* at the Williams Street Bore in July 2025 from external verification monitoring. Council concluded this detection to be a false positive as in-house monitoring undertaken at the same time did not identify any *E.coli* within the scheme. Additionally, the water sample was not tested within the 24-hr *E.coli* holding period.

5.2.1.2 Golf Club Bore

The Golf Club Bore has identified ADWG aesthetic exceedances for Turbidity and Total Iron and one ADWG health exceedance for Total Manganese. As only one round of sampling has been conducted for this Bore, it's difficult to determine if these are routine exceedances or outliers. Council will continue to monitor the water quality of this bore to further investigate the exceedances and determine adequate management measures.

6.0 HAZARD IDENTIFICATION AND RISK ASSESSMENT

The hazard identification and risk assessment for BTRC's DWQMP was undertaken using the risk methodology detailed in the Departmental Guideline. The Blackall and Tambo Risk Assessment outlined in Table 18 below details the mitigated and unmitigated hazard assessments for each scheme which includes:

- Identified hazards or hazardous events;
- Hazard or hazardous event sources;
- An assessment of the unmitigated maximum risk level likelihood of each hazard being present or each hazardous event occurring;
- Existing preventative measures implemented to counteract each hazard or hazardous event to reduce the maximum risk level;
- A re-assessed mitigated risk level which details the final risk level of a hazard or hazardous event that is applicable when the appropriate mitigation measures have been implemented. The mitigated risk level is determined using the same methodology as the initial maximum risk assessment; however, changes to the assessed likelihood should result in an overall lower risk level.

As the Blackall and Tambo Drinking Water Schemes are similar and generally operated by the same people, a combined risk assessment was conducted for the schemes.

The risk assessment was last reviewed in 2025 and amended accordingly during a risk assessment workshop held in Blackall. Details of the workshop attendees are provided in Table 13 below. Moving forward Council intends to review the risk assessment every two years to coincide with the DWQMP Regular Review. All amendments will be referred to the Director of Organisational Performance for input, review and acceptance of the new risk assessment with risk assessment workshops held as required.

Table 13: BTRC 2025 risk assessment workshop attendees.

Name	Organisation	Position	Rationale
Alison Lamb	BTRC	Director of Organisational Performance	Council supervisor.
Greg Nicholls	BTRC	Group Manager Town & Rural Services	Oversees Council workforce.
Peter Mann	BTRC	Manager, Environment, Health & Compliance	Oversees Council environment and health and compliance officers.
Wesley Phillips	BTRC	Environmental Health Officer	EHO and water testing.
Jake Richardson	BTRC	Plumber	Council plumber and water operator.

6.1 Risk Assessment Methodology

In assessing each hazard or hazardous event's risk score, the first step is to determine the consequence as detailed in Table 14.

Table 14: Consequence descriptors.

Consequence	Descriptors
Insignificant	Negligible injury or health effects, isolated complaints related to aesthetic parameters. Little to no disruption to the normal operation of the scheme.
Minor	Negligible injury or health effects, widespread complaints related to aesthetic parameters.
Moderate	Potential acute health impact or potential chronic health impact.
Major	Acute health impact, no declared outbreak expected.
Catastrophic	Declared outbreak expected with an acute health impact. One or more fatalities or large number of hospitalisations.

Once the consequences were identified, the likelihood of each consequence occurring was determined using the categories outlined in Table 15 below.

Table 15: Likelihood descriptors.

Likelihood	Descriptors
Almost Certain	Hazard is considered to be present on a daily to weekly basis.
Likely	Occurs more often than once per month and up to once per week.
Possible	Occurs more often than once per year and up to once a month.
Unlikely	Unlikely but may occur once every 1- 5 years.
Rare	Hazard is expected to arise in exceptional circumstances; <1 occurrence every 5 years.

Risk scores were then determined using the likelihood and consequence matrix provided in Table 16 below. Risk scores were calculated by the intercept of likelihood and consequence.

Table 16: Risk Matrix used for the risk assessment.

Likelihood	Consequence				
	Insignificant	**Minor**	**Moderate**	**Major**	**Catastrophic**
Almost Certain	Medium – 6	High – 10	High – 15	Extreme – 20	Extreme – 25
Likely	Medium – 5	Medium – 8	High – 12	High – 16	Extreme – 20
Possible	Low – 3	Medium – 6	Medium – 9	High – 12	High – 15
Unlikely	Low – 2	Low – 4	Medium – 6	Medium – 8	High – 10
Rare	Low – 1	Low – 2	Low – 3	Medium – 5	Medium – 6

Finally, uncertainty was assessed (Table 17) to provide an indication of the need to undertake further work or gather more data to ensure that the risk assessment is accurate and reliable.

Table 17: Uncertainty definitions.

Level of Uncertainty	Definition
Certain	There is 5 years of continuous monitoring data, which has been trended and assessed, with at least daily monitoring; or the processes involved are thoroughly understood.
Confident	There is 5 years of continuous monitoring data, which has been collated and assessed, with at least weekly monitoring or monitoring for the duration of seasonal events; or there is a good understanding of the processes involved.
Reliable	There is at least a year of continuous monitoring data available, which has been assessed; or there is reasonable understanding of the processes involved.
Estimate	There is limited monitoring data available; or there is limited understanding of the processes involved.
Uncertain	There is limited or no monitoring data available; or the processes are not well understood, and the processes are based on best estimates.

The acceptable risk level in relation to public health depends on the likelihood and consequence descriptors used for the assessment. For the criteria used by BTRC, all risk levels identified as medium or less are considered acceptable risks for both schemes.

In some cases, actions have been taken to reduce low or medium risks, while other high levels risks have been left unmitigated. These decisions are based on two factors:

- the magnitude of the risk, and
- the cost and difficulty of actions required to reduce the risk.

All unacceptable risk identified in the risk assessment are used to inform the Risk Management Improvement Programme (RMIP) outlined in Section 7 below.

Table 18: Blackall and Tambo risk assessment

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
Source Water (Blackall Council Depot, Showgrounds and Leek St Bores and Tambo Council Depot, Truck Fill and Williams St Bores)														
RA 1	Bacteria and Virus	Contamination in the artesian aquifer	Blackall/Tambo	Rare	Catastrophic	Medium – 6	Bores are deep flowing under artesian pressure. Source water is pasteurised due to the heat.	Rare	Catastrophic	Medium – 6	Confident		CCTV inspections organised through RAPADSWA (last inspections occurred in 2019 & 2025).	**All RMIP items relating to recent CCTV borehead inspection reporting (53-62).**
RA 2	Protozoa	Contamination in the artesian aquifer	Blackall/Tambo	Rare	Catastrophic	Medium – 6	Bores are deep flowing under artesian pressure. Source water is pasteurised due to the heat.	Rare	Catastrophic	Medium – 6	Confident			
RA 3	Bacteria and Virus	Borehead integrity compromised causing ingress through cracked casing	Blackall/Tambo	Unlikely	Catastrophic	High – 10	Bores are sealed to Australian standards and flow under positive pressure. Visual inspections ensure borehead integrity is routinely monitored	Rare	Catastrophic	Medium – 6	Confident			**RMIP 52:** Investigation into making Truck Fill bore non-potable.
RA 4	Protozoa	Borehead integrity compromised causing ingress through cracked casing	Blackall/Tambo	Unlikely	Catastrophic	High – 10	Bores are sealed to Australian standards and flow under positive pressure. Visual inspections ensure borehead integrity is routinely monitored	Rare	Catastrophic	Medium – 6	Confident		Monitoring for opportunistic pathogens (including *N. fowleri* sampled for in 2026) has been undertaken with no detections in either scheme.	**RMIP 52:** Investigation into making Truck Fill bore non-potable.
RA 5	Loss of Water Supply	Long-term power supply failure	Blackall/Tambo	Unlikely	Major	Medium – 8	Bores flow under positive pressure, pumps are not required	Rare	Major	Medium – 5	Confident			
RA 6	Loss of Water Supply	Bore failure	Blackall/Tambo	Unlikely	Major	Medium – 8	Back-up bores available in each town.	Rare	Major	Medium – 5	Confident		Each town could be supplied off two bores if one were to fail and one bore with water restrictions.	**Funding Opportunity 35:** New deep artesian bore for Blackall
RA 7	Loss of Water Supply	Bore failure caused by flood	Blackall/Tambo	Unlikely	Major	Medium – 8	All bores are located above the flood level in each town	Rare	Major	Medium – 5	Confident			
RA 8	Loss of Water Supply	Bore failure caused by fire	Blackall/Tambo	Unlikely	Major	Medium – 8	Bores are located in clear compounds, away from any flammable debris.	Rare	Major	Medium – 5	Confident			
RA 9	Loss of Water Supply	Bore failure caused by natural disaster	Blackall/Tambo	Unlikely	Major	Medium – 8	Flood and fire (assessed above) are the most likely disasters to impact the scheme. GAB water supply provides water security during droughts	Rare	Major	Medium – 5	Confident			

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
RA 10	Temperature	Scalding/burns	Blackall/Tambo	Rare	Minor	Low – 2	In-house temperature monitoring	Rare	Minor	Low – 2	Confident		Source water temperature is approximately 54°C (Tambo) and 60°C (Blackall), risk is considered to be more aesthetic than health. In-house monitoring shows distribution temperature to sit at ~30°C, therefore risk is considered to be rare/low.	
RA 11	Taste and Odour	Naturally occurring Hydrogen Sulphide	Blackall/Tambo	Almost Certain	Insignificant	Medium – 6	Monitoring of any water quality complaints	Almost Certain	Insignificant	Medium – 6	Confident		Hydrogen Sulphide does not pose a health risk, although aesthetic complaints may be received. This is considered acceptable by Council.	
RA 12	pH	Naturally elevated pH levels present in the source water, above the ADWG	Blackall	Possible	Insignificant	Low – 3	Water quality monitoring	Possible	Insignificant	Low – 3	Confident		Source water and distribution system average pH is ~8.4, below the ADWG upper aesthetic of 8.5. This is considered acceptable by Council.	
RA 13	Lead	Naturally elevated Lead levels present in the source water, above the ADWG	Blackall	Unlikely	Moderate	Medium – 6	Water quality monitoring	Unlikely	Moderate	Medium – 6	Reliable		2x Lead exceedances recorded in 2018 & 2024. Average concentration is 0.0002 mg/L (source) and 0.0019mg/L (distribution), within the ADWG.	
RA 14	Lead	Naturally elevated Lead levels present in the source water, above the ADWG	Tambo	Unlikely	Moderate	Medium – 6	Water quality monitoring	Unlikely	Moderate	Medium – 6	Reliable		2x Lead exceedances recorded in 2018 & 2024. Average concentration is 0.001 mg/L (source) and 0.002 mg/L (distribution), within the ADWG.	
RA 15	Iron	Naturally elevated Iron levels present in the source water, above the ADWG	Tambo	Almost Certain	Insignificant	Medium – 6	Water quality monitoring.	Almost Certain	Insignificant	Medium – 6	Confident		Risk-level is considered acceptable by Council. Elevated Iron discussed in Section 5.2.1.	
RA 16	Manganese	Naturally elevated Manganese levels present in the source water, above the ADWG	Tambo	Possible	Moderate	Medium – 9	Water quality monitoring	Possible	Moderate	Medium – 9	Reliable		Only aesthetic values have been recorded to date. Average concentration is 0.047 mg/L (source) and 0.049 mg/L (distribution), within the ADWG.	
RA 17	Radiological Activity	Naturally elevated Radiological	Blackall	Unlikely	Moderate	Medium – 6	Water quality monitoring	Unlikely	Moderate	Medium – 6	Reliable		To date, water quality monitoring has not identified any ADWG exceedances.	

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
		Activity levels present in the source water, above the ADWG												
RA 18	Radiological Activity	Naturally elevated Radiological Activity levels present in the source water, above the ADWG	Tambo	Possible	Moderate	Medium – 9	Water quality monitoring	Unlikely	Moderate	Medium – 6	Reliable		Investigations have identified radionuclide concentrations to be within the ADWG. Average Gross Alpha concentration is 0.43±0.2 (source) and 0.19±0.05 (distribution) within the ADWG.	
RA 19	Heavy Metals (not including Lead)	Naturally elevated Heavy Metal levels present in the source water, above the ADWG	Blackall/Tambo	Unlikely	Moderate	Medium – 6	Water quality monitoring	Unlikely	Moderate	Medium – 6	Reliable		To date, water quality monitoring has not identified any ADWG exceedances.	
RA 20	PFAS	Source water contamination	Blackall/Tambo	Unlikely	Moderate	Medium – 6	All source water comes from deep aquifers (600- 850m deep) which would be protected from leaching contaminants.	Rare	Moderate	Low – 3	Estimate			
Source Water (Tambo Golf Club Bore)														
RA 21	Bacteria and Virus	Contamination in the artesian aquifer	Tambo (Golf Club Bore)	Unlikely	Catastrophic	High – 10	Deep Bore (~200m) provides protection from leaching contaminants	Unlikely	Catastrophic	High – 10	Estimate			**RMIP 9:** Seal the Golf Club borehead. **RMIP 52:** Investigation into making bore non-potable.
RA 22	Protozoa	Contamination in the artesian aquifer	Tambo (Golf Club Bore)	Unlikely	Catastrophic	High – 10	Deep Bore (~200m) provides protection from leaching contaminants	Unlikely	Catastrophic	High – 10	Estimate			**RMIP 9:** Seal the Golf Club borehead. **RMIP 52:** Investigation into making bore non-potable.
RA 23	Bacteria and Virus	Septic tank located in close proximity to Golf Club Bore	Tambo (Golf Club Bore)	Unlikely	Catastrophic	High – 10	Deep Bore (~200m) provides protection from leaching contaminants	Unlikely	Catastrophic	High – 10	Estimate			**RMIP 9:** Seal the Golf Club borehead.

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
														RMIP 52: Investigation into making bore non-potable.
RA 24	Protozoa	Septic tank located in close proximity to Golf Club Bore	Tambo (Golf Club Bore)	Unlikely	Catastrophic	High – 10	Deep Bore (~200m) provides protection from leaching contaminants	Unlikely	Catastrophic	High – 10	Estimate			**RMIP 9:** Seal the Golf Club borehead. **RMIP 52:** Investigation into making bore non-potable.
RA 25	Bacteria and Virus	Borehead integrity compromised causing ingress through cracked casing	Tambo (Golf Club Bore)	Unlikely	Catastrophic	High – 10	Visual inspections	Unlikely	Catastrophic	High – 10	Estimate			**RMIP 9:** Seal the Golf Club borehead. **RMIP 52:** Investigation into making bore non-potable.
RA 26	Protozoa	Borehead integrity compromised causing ingress through cracked casing	Tambo (Golf Club Bore)	Unlikely	Catastrophic	High – 10	Visual inspections	Unlikely	Catastrophic	High – 10	Estimate			**RMIP 9:** Seal the Golf Club borehead. **RMIP 52:** Investigation into making bore non-potable.
RA 27	Loss of Water Supply	Long-term power supply failure	Tambo (Golf Club Bore)	Unlikely	Minor	Low – 4	The Golf Club Bore only supplies water to the Tambo Golf Club. Water would still be available in Tambo and bottled water could be supplied for the Golf Club.	Unlikely	Minor	Low – 4	Reliable		Golf Club users would be notified to supply their own water from Tambo.	**RMIP 52:** Investigation into making bore non-potable.
RA 28	Loss of Water Supply	Bore or pump failure	Tambo (Golf Club Bore)	Unlikely	Minor	Low – 4	The Golf Club Bore only supplies water to the Tambo Golf Club. Water would still be available in Tambo and bottled water could be supplied for the Golf Club.	Unlikely	Minor	Low – 4	Reliable		Golf Club users would be notified to supply their own water from Tambo.	**RMIP 50:** Document how Golf Club Bore failure would be addressed. **RMIP 52:** Investigation into making

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
														bore non-potable.
RA 29	Loss of Water Supply	Bore failure caused by flood	Tambo (Golf Club Bore)	Unlikely	Minor	Low – 4	Bore located above the flood level in each town	Unlikely	Minor	Low – 4	Reliable		Golf Club users would be notified to supply their own water from Tambo.	**RMIP 52:** Investigation into making bore non-potable.
RA 30	Loss of Water Supply	Bore failure caused by fire	Tambo (Golf Club Bore)	Unlikely	Minor	Low – 4	Bores located in a clear compound, away from any flammable debris.	Unlikely	Minor	Low – 4	Reliable		Golf Club users would be notified to supply their own water from Tambo.	**RMIP 52:** Investigation into making bore non-potable.
RA 31	Loss of Water Supply	Bore failure caused by natural disaster	Tambo (Golf Club Bore)	Unlikely	Minor	Low – 4	Flood and fire (assessed above) are the most likely disasters to impact the bore. GAB water supply provides water security during droughts	Unlikely	Minor	Low – 4	Reliable		Golf Club users would be notified to supply their own water from Tambo.	**RMIP 52:** Investigation into making bore non-potable.
RA 32	Turbidity	Naturally elevated Turbidity levels present in the source water, above the ADWG	Tambo (Golf Club Bore)	Possible	Moderate	Medium – 9	Water quality monitoring	Possible	Moderate	Medium – 9	Estimate			**RMIP 52:** Investigation into making bore non-potable.
RA 33	Iron	Naturally elevated Iron levels present in the source water, above the ADWG	Tambo (Golf Club Bore)	Possible	Insignificant	Low – 3	Water quality monitoring	Possible	Insignificant	Low – 3	Estimate			**RMIP 52:** Investigation into making bore non-potable.
RA 34	Manganese	Naturally elevated Manganese levels present in the source water, above the ADWG	Tambo (Golf Club Bore)	Possible	Moderate	Medium – 9	Water quality monitoring	Possible	Moderate	Medium – 9	Estimate			**RMIP 52:** Investigation into making bore non-potable.
RA 35	Radiological Activity	Naturally elevated Radiological Activity levels present in the source water, above the ADWG	Tambo (Golf Club Bore)	Possible	Moderate	Medium – 9	Water quality monitoring	Possible	Moderate	Medium – 9	Estimate			**RMIP 52:** Investigation into making bore non-potable.

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
RA 36	Heavy Metals	Naturally elevated Heavy Metal levels present in the source water, above the ADWG	Tambo (Golf Club Bore)	Possible	Moderate	Medium – 9	Water quality monitoring	Possible	Moderate	Medium – 9	Estimate			**RMIP 52:** Investigation into making bore non-potable.
RA 37	PFAS	Source water contamination	Tambo (Golf Club Bore)	Possible	Moderate	Medium – 9	Deep Bore (~200m) which would provide protection from leaching contaminants.	Possible	Moderate	Medium – 9	Estimate			**RMIP 52:** Investigation into making bore non-potable.

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
Distribution System (Blackall and Tambo)														
RA 38	Bacteria & Virus	Contamination during repair, maintenance or commissioning of water mains	Blackall/Tambo	Possible	Catastrophic	High – 15	Maintenance undertaken by Council plumber familiar with requirements. Staff trained to exercise correct hygiene practices. Asset renewal programme.	Rare	Catastrophic	Medium – 6	Confident	Repair, maintenance and commissioning of mains Procedure		**RMIP 51:** Asset renewal programme
RA 39	Protozoa	Contamination during repair, maintenance or commissioning of water mains	Blackall/Tambo	Possible	Catastrophic	High – 15		Rare	Catastrophic	Medium – 6	Confident		Monitoring for opportunistic pathogens (including *N. fowleri* sampled for in 2026) has been undertaken with no detections in either scheme.	**RMIP 51:** Asset renewal programme
RA 40	Turbidity	Ingress during repair, maintenance or commissioning of water mains	Blackall/Tambo	Possible	Moderate	Medium – 9		Rare	Moderate	Low – 3	Confident			**RMIP 51:** Asset renewal programme
RA 41	Bacteria & Virus	Contamination from pathogenic ingress caused by backflow	Blackall/Tambo	Possible	Catastrophic	High – 15	Bores flow under positive pressure. RPZs fitted at the town common (Blackall) and sale yards and water troughs (Tambo).	Rare	Catastrophic	Medium – 6	Reliable		RPZs were placed on bores to reduce water pressure but this caused complaints that water pressure was too low. Council decided to remove RPZs as negative pressure events are	**Funding Opportunities 2, 3 and 34:** Backflow prevention programme

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
RA 42	Protozoa	Contamination from pathogenic ingress caused by backflow	Blackall/Tambo	Possible	Catastrophic	High – 15		Rare	Catastrophic	Medium – 6	Reliable		considered unlikely. No backflow devices fitted at the industrial sub-division as this is more of a storage yard than an industry with no real concerns via. backflow. No backflow devices fitted at the sale yards, bore water is fed into tank via. a poly pipe with over the top fill and a screened air vent directly above it so that a vacuum could not be formed- difficult to see how backflow could occur. Monitoring for opportunistic pathogens (including *N. fowleri* sampled for in 2026) has been undertaken with no detections in either scheme. Both schemes operate under positive pressure with working day pressure monitoring.	**Funding Opportunities 2, 3 and 34:** Backflow prevention programme
RA 43	Bacteria & Virus	Contamination long detention time in the main.	Blackall/Tambo	Possible	Catastrophic	High – 15	Flushing water mains that have a long detention time based on bacteriological results. Compact distribution systems for both schemes.	Rare	Catastrophic	Medium – 6	Reliable		Long main to racecourses flushed prior to any major events. Monitoring for opportunistic pathogens (including *N. fowleri* sampled for in 2026) has been undertaken with no detections in either scheme.	
RA 44	Protozoa	Contamination long detention time in the main.	Blackall/Tambo	Possible	Catastrophic	High – 15		Rare	Catastrophic	Medium – 6	Reliable			
RA 45	Bacteria & Virus	Biofilm formation	Blackall/Tambo	Possible	Catastrophic	High – 15	Routine flushing and air scouring	Rare	Catastrophic	Medium – 6	Reliable		Council undertakes routine air scouring organised through RAPADSWA, last occurred in 2023. Monitoring for opportunistic pathogens (including *N. fowleri* sampled for in 2026) has been undertaken with no detections in either scheme.	
RA 46	Protozoa	Biofilm formation	Blackall/Tambo	Possible	Catastrophic	High – 15	Routine flushing and air scouring	Rare	Catastrophic	Medium – 6	Reliable			
RA 47	Bacteria & Virus	Consumption of non-potable water in tanks	Blackall/Tambo	Unlikely	Catastrophic	High – 10	Signage on these tanks informing public that the water is non-	Rare	Catastrophic	Medium – 6	Reliable		Non-potable tanks located at the MPC, ablution blocks and irrigation system (Blackall) and	

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
RA 48	Protozoa	Consumption of non-potable water tanks	Blackall/Tambo	Unlikely	Catastrophic	High – 10	potable with float systems in place.	Rare	Catastrophic	Medium – 6	Reliable		the irrigation system (Tambo). To date no incidents have occurred from consumption of non-potable water or accidental cross-connections. Non-potable tanks are located at the end of lines. Water flowing into tanks is considered potable but water coming out of the tank taps is non-potable, therefore cross-connections are not possible as the non-potable points are located after each tank.	
RA 49	Bacteria & Virus	Accidental cross-connections with non-potable tanks	Blackall/Tambo	Unlikely	Catastrophic	High – 10	Plumbers are familiar with schemes.	Rare	Catastrophic	Medium – 6	Reliable			
RA 50	Protozoa	Accidental cross-connections with non-potable tanks	Blackall/Tambo	Unlikely	Catastrophic	High – 10	Plumbers are familiar with schemes.	Rare	Catastrophic	Medium – 6	Reliable			
RA 51	Loss of water supply	Pressure decrease in distribution system	Tambo	Possible	Minor	Medium – 6	Removal of backflow prevention devices.	Possible	Minor	Medium – 6	Reliable		Backflow prevention devices fitted on bores result in pressure issues within the distribution system. Both schemes operate under positive pressure with working day pressure monitoring.	
RA 52	Heavy Metals	Leaching from pipes	Blackall/Tambo	Unlikely	Moderate	Medium – 6	Water quality monitoring	Unlikely	Moderate	Medium – 6	Reliable		The only heavy metal exceedances reported in each scheme have been for Lead. Average concentrations for all other heavy metals are within the ADWG for both schemes.	
Whole of System														
RA 53	Lack of skilled/trained staff	Inability for staff to respond to drinking water events or changes in drinking water quality due to lack of formal training/skills.	Blackall/Tambo	Unlikely	Catastrophic	High – 10	Council employs a licensed plumber who is familiar with the Blackall/Tambo schemes. Private plumber available if required. Documented operation and maintenance procedures which plumber and water operators are familiar with.	Rare	Catastrophic	Medium – 6	Confident.		2023 failure to undertake water monitoring was more the result of a communication issue, not a lack of skilled/trained staff. Workshops have been undertaken with water operators following this incident to ensure everyone is aware of their responsibilities.	**RMIP OFI 1:** conduct drinking water incident scenario training
RA 54	Poor data management	Undetected drinking water event or incident.	Blackall/Tambo	Unlikely	Major	Medium – 8	Regular operational and verification monitoring. Information management systems.	Unlikely	Major	Medium – 8	Estimate			**RMIP REC 3:** Establish process to ensure incidents/events are reported in

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
														a timely manner.
RA 55	Cyber Security breach	Breach of Council's internal system causing access to restricted information.	Blackall/Tambo	Unlikely	Major	Medium – 8	Council data is stored on an Info Expert system with high grade security protection, user authentication, restricted admin privileges and back-up systems in place.	Rare	Major	Medium – 5	Estimate		BTRC does not rely on computerised technologies within their water supply schemes. If a breach were to occur, they would only obtain remote access to records and not infrastructure. All BTRC document systems are heavily secure and in the cloud for storage purposes.	
RA 56	Prolonged mains repair time	Outdated water network drawings.	Blackall/Tambo	Possible	Minor	Medium – 6	Council plumber familiar with the system. Update distribution system drawings. Regular updates now occurring in response to distribution system upgrades/changes.	Rare	Minor	Low – 2	Confident	Repair, Maintenance and Commissioning of Water Mains Procedure.	"As constructed" drawings in place with updates occurring as required. Schematics last updated in 2020.	
RA 57	Loss of Water Supply	Damage to drinking water infrastructure	Blackall/Tambo	Unlikely	Major	Medium – 8	Both schemes are small and suspicious activity would be noticed. All Bores are located in locked compounds.	Rare	Major	Medium – 5	Confident			**RMIP REC 2:** Reinstate bore fencing post CCTV inspections.
RA 58	Pathogenic or chemical ingress	Missed water quality monitoring	Blackall/Tambo	Possible	Major	High – 12	DWQMP awareness training	Unlikely	Major	Medium – 8	Reliable		History of missed sampling, attributed to high staff turnover, monitoring requirements have been reviewed to ensure all water operators are aware.	
RA 59	Pathogenic or chemical ingress	Unreliable water quality monitoring results	Blackall/Tambo	Unlikely	Major	Medium – 8	All external monitoring is done through a NATA accredited lab.	Unlikely	Major	Medium – 8	Reliable		1x *E.coli* detection in Tambo which was attributed to sampling outside of the 24-hr holding period. Council are working with the lab to try and ensure microbiology samples are testing within holding periods, however, this is an issue for numerous rural service providers and is often outside of Council's control.	**RMIP 17:** New dedicated lab testing space.

RA ID	Hazard/Hazardous Event	Hazard Source	Location	Unmitigated			Preventative Measures	Mitigated			Uncertainty	Documented Procedures	Comments	RMIP Item
				Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level				
RA 60	Operational issues	Inaccurate monitoring instruments	Blackall/Tambo	Possible	Major	High – 12	In-house calibration or turbidity meter prior to use.	Unlikely	Major	Medium – 8	Estimate		Council's current Turbidity meters are unable to be externally calibrated	**RMIP 44 and 49:** Establish calibration programme for Turbidity and Pressure meters.

6.2 Opportunistic Pathogens Summary

Between 2022 and 2024, Council conducted several rounds of external monitoring for opportunistic pathogens within the Blackall and Tambo distribution systems. The results from this testing are summarised in Tabe 19 below.

Table 19: Blackall and Tambo opportunistic pathogen results (2022-24).

Parameters	Units	Samples Tested	Reporting Limit	Max Value	Mean Value	Min Value
Blackall						
Pseudomonas aeruginosa	MPN/100mL	15	1	<1	<1	<1
Enterococci	CFU/100mL	15	1	<1	<1	<1
Legionella	CFU/100mL	15	10	<10	<10	<10
Tambo						
Pseudomonas aeruginosa	MPN/100mL	14	1	<1	<1	<1
Enterococci	CFU/100mL	14	1	<1	<1	<1
Legionella	CFU/100mL	14	10	<10	<10	<10

None of the opportunistic pathogens tested for during this period were detected in either scheme, with all results reported below the analytical reporting limits of the Toowoomba Regional Council Laboratory. These results, together with the low frequency of water mains breaks and the absence of any known water quality incidents associated with opportunistic pathogens, indicate the current risk posed by opportunistic pathogens within the schemes is low.

In 2026 external monitoring was also undertaken for *Naegleria fowleri* within the Blackall and Tambo distribution systems. The results from this testing are summarised in Table 20 below.

Table 20: Blackall and Tambo *N. fowleri* results (2026).

Locations	Thermophilic Amoeba	*Naegleria* spp.	*N. fowleri*
Blackall			
Airport	Detected	Not Detected	Not Detected
Albert Park	Not Detected	-	-
Hospital	Not Detected	-	-
Skate Park	Not Detected	-	-
Tennis Club	Not Detected	-	-
Tambo			
Aquatic Centre	Not Detected	-	-
Caravan Park	Not Detected	-	-
Hospital	Not Detected	-	-

Locations	Thermophilic Amoeba	*Naegleria* spp.	*N. fowleri*
Police Station	Not Detected	-	-
Racecourse	Detected	Detected	Not Detected

Whilst *Naegleria* spp. was detected at the Tambo Racecourse, *N. fowleri* was not detected. Additionally, the Tambo racecourse sample was taken from a tap connected to a water tank. Whilst the water was potable, it was not considered to be representative of the Tambo distribution system. The risk for *N. fowleri* will continue to be monitored by Council as outlined in the external monitoring programme in Table 25 below.

7.0 RISK MANAGEMENT IMPROVEMENT PROGRAMME

Council's Risk Management Improvement Programme is provided in Appendix A. The RMIP was last reviewed and amended in June 2026. Moving forward, Council intends to review all completion target dates at 6-monthly intervals to ensure that the processes are in place for items to be completed within their forecast timeframes. The target dates for all RMIP items were determined via. consultation with Council staff responsible for the respective items.

8.0 OPERATION AND MAINTENANCE PROCEDURES

Council have developed a series of Operation and Maintenance Procedures for the operation of the Blackall and Tambo schemes. Table 20 below outlines the current status of all procedures. Note that due to the small scale of the schemes and lack of complexity, minimal procedures are required. All procedures will be reviewed as detailed below:

- Following significant changes in processes;
- At the time of the scheduled DWQMP Review.

Table 21: Blackall and Tambo operation and maintenance procedures.

Scheme Component / Sub-component	Preventive Measure Managed	Documented Procedure	Version Date	Status
Sourcing Infrastructure & Distribution System	Pathogenic ingress	BTRC Procedures for the Repair, Maintenance and Commissioning of Water Mains	February 2026	To be reviewed February 2028
	Boreheads	BTRC Drinking Water Infrastructure Procedures	February 2026	To be reviewed February 2028
Water Sampling	Water quality monitoring	BTRC Water Sampling Procedure	February 2026	To be reviewed February 2028

9.0 OPERATIONAL AND VERIFICATION MONITORING

The water quality monitoring programme is an essential part of the operation of the Blackall and Tambo schemes to ensure they're operating within their performance limits and providing safe drinking water. The programme has been developed and modified in response to historical data analysis and requirements under the ADWG.

Council undertakes operational monitoring as outlined in Table 21, in-house water quality monitoring as outlined in Table 22 and external verification water quality monitoring as outlined in Tables 23 and 24.

All external samples are sent to the Toowoomba Regional Water Laboratory Services (an external NATA accredited laboratory) to verify the chemical quality of the water. All water quality data, once received by Council is reviewed by the Environmental Health Officer for any ADWG exceedances or abnormal characteristics, added to Council's master spreadsheet and saved on the Council server. If any ADWG aesthetic or health exceedances are identified, it is the responsibility of the EHO to notify the Director, Organisational Performance for further escalation of the incident.

Table 22: Blackall and Tambo operational monitoring programme

Location	Parameter	Frequency	Method	Target	Action if Target Exceeded
All active boreheads	Site condition and security	Working days	Visual inspection	Fencing secure and locked No water pooling around bore Vegetation reasonably controlled around site No foreign material dumped at site No signs of activity at site (animal or human) Roof in reasonable condition	Undertake repairs where possible, otherwise escalate to DOP.
	Water usage	Working days	Meter reading	Within ± 10% of expected values (or previous days usage)	Confirm if caused by increased water usage in town or potential leak and report to DOP.
	Pressure	Working days	Gauge reading	Blackall Bores – 300-500 kPA Tambo Bores – 130-300 kPA	Confirm if caused by leak and report to DOP.
	Informal Borehead Integrity	Working days	Visual inspection	No visible cracks or leaks Bore casing in reasonable condition Slab in reasonable condition	Escalate all integrity issues to DOP.
	Documented Borehead Integrity	Quarterly	As per procedure	As per procedure. Inspection to be document using procedure checklist and filed in Council's document management system.	Escalate all integrity issues to DOP.
Distribution system	Mains flushing	Quarterly	As per procedure	Flush mains for ~10mins or until water is clear	Undertake distribution monitoring for Turbidity and escalate to DOP.

Note that the Incident and emergency response protocols identified in Section 10 may also be implemented for abnormal findings.

Table 23: Blackall and Tambo in-house water quality monitoring programme.

Parameter	Sampling			Target Limit	Action If Target Limit Exceeded	Critical Limit	Action If Critical Limit Exceeded	Positions Responsible
	Frequency	Method	Location					
Blackall								**Overall Responsibility:** DOP **Implementation, review, and action:** EHO **Operations:** EHO
E. coli	Weekly	Grab sample	3x samples from any of the following locations: • Tennis Club • Hospital • Washdown • Council Depot • Showgrounds • Skate Park • Albert Park • Airport • Saleyards	0	Calibrate meter (Turbidity), flush mains and re-sample.	>1	Refer to Section 10	
Turbidity	Weekly			<1NTU		>2NTU	Calibrate meter, flush mains and re-sample. Consider Regulator notification if control is not being restored.	
Temperature	Weekly			N/A		N/A	N/A	
Tambo								
E. coli	Fortnightly	Grab sample	3x samples from any of the following locations: • Racecourse • State School • Hospital • Council Depot • Police Station • Caravan Park • Aquatic Centre • Golf Club	0	Calibrate meter (Turbidity), flush mains and re-sample.	>1	Refer to Section 10	
Turbidity	Fortnightly			<1NTU		>2NTU	Calibrate meter, flush mains and re-sample. Consider Regulator notification if control is not being restored.	
Temperature	Fortnightly			N/A		N/A	N/A	

Table 24: Blackall and Tambo external verification monitoring programme – distribution system.

Characteristic	Parameter	ADWG and / or Regulation Value	Frequency	Sampling Locations		Response to Exceedances	Annual Sample Number	Positions Responsible
				Blackall	Tambo			
Microbial quality	*N. fowleri*	Nil detect	2-yearly (last sampled 2026)	**3x samples**: • Council Depot • Showgrounds • Hospital	**3x samples:** • Council Depot • Aquatic Centre • Hospital	Refer to incident management Plan, Acceptable risk continue to monitor for exceedances or complete incident reporting forms for exceedance of health guidelines	N/A	**Overall Responsibility:** DOP **Implementation, review and actions:** EHO **Operations:** EHO
	E. coli	Nil detect	Triannual				9x samples (Blackall) & 9x samples (Tambo)	
	Total Coliforms	Nil detect						
	Heterotrophic Plate Count	N/A						
Physical	Conductivity	N/A						
	True Colour	15HU - Aesthetic						
	Total Hardness	N/A						
	pH	pH 6.5 - 8.5 - Aesthetic						
	Total Dissolved Solids	N/A						
	Total Dissolved Ions	N/A						
	Turbidity	5 NTU - Aesthetic						
Inorganics	Fluoride	1.5 mg/L - Health						
	Chloride	250mg/L - Aesthetic						
	Nitrate	50mg/L - Health						
	Nitrite	3mg/L - Health						
	Calcium	N/A						
	Magnesium	N/A						

Characteristic	Parameter	ADWG and / or Regulation Value	Frequency	Sampling Locations		Response to Exceedances	Annual Sample Number	Positions Responsible
				Blackall	Tambo			
	Potassium	N/A						
	Silica	80mg/L - Aesthetic						
	Sodium	180mg/L - Aesthetic						
	Sulphate	250mg/L - Aesthetic						
	Phosphate	N/A						
	Total Iron	0.3mg/L - Aesthetic						
	Total Manganese	0.05mg/L –Aesthetic 0.1mg/L – Health						
	Arsenic	0.01mg/L – Health						
	Cadmium	0.002mg/L – Health						
	Chromium	0.05mg/L – Health						
	Copper	1mg/L – Aesthetic 2mg/L – Health						
	Nickel	0.02mg/L – Health						
	Lead	0.005mg/L – Health						
	Zinc	3mg/L – Aesthetic						
	Mercury	0.001mg/L – Health						

Table 25: Golf Club Bore external verification monitoring programme.

Characteristic	Parameter	ADWG and / or Regulation Value	Frequency	Sampling Location	Response to Exceedances	Annual Sample Number	Positions Responsible
Microbial quality	*E. coli*	Nil detect	Quarterly	Golf Club Bore	Refer to incident management Plan, Acceptable risk continue to monitor for exceedances or complete incident reporting forms for exceedance of health guidelines	4x samples (Golf Club Bore)	**Overall Responsibility:** DOP **Implementation, review and actions:** EHO **Operations:** EHO
	Total Coliforms	Nil detect					
	Heterotrophic Plate Count	N/A					
Physical	Conductivity	N/A					
	True Colour	15HU - Aesthetic					
	Total Hardness	N/A					
	pH	pH 6.5 - 8.5 - Aesthetic					
	Total Dissolved Solids	N/A					
	Total Dissolved Ions	N/A					
	Turbidity	5 NTU - Aesthetic					
Inorganics	Fluoride	1.5 mg/L - Health					
	Chloride	250mg/L - Aesthetic					
	Nitrate	50mg/L - Health					
	Nitrite	3mg/L - Health					
	Calcium	N/A					
	Magnesium	N/A					
	Potassium	N/A					
	Silica	80mg/L - Aesthetic					

Characteristic	Parameter	ADWG and / or Regulation Value	Frequency	Sampling Location	Response to Exceedances	Annual Sample Number	Positions Responsible
	Sodium	180mg/L - Aesthetic					
	Sulphate	250mg/L - Aesthetic					
	Phosphate	N/A					
	Total Iron	0.3mg/L - Aesthetic					
	Total Manganese	0.05mg/L –Aesthetic 0.1mg/L – Health					
	Arsenic	0.01mg/L – Health					
	Cadmium	0.002mg/L – Health					
	Chromium	0.05mg/L – Health					
	Copper	1mg/L – Aesthetic 2mg/L – Health					
	Nickel	0.02mg/L – Health					
	Lead	0.005mg/L – Health					
	Zinc	3mg/L – Aesthetic					
	Mercury	0.001mg/L – Health					

Table 26: Blackall and Tambo external verification monitoring programme – source water.

Characteristic	Parameter	ADWG and / or Regulation Value	Frequency	Sampling Locations		Response to Exceedances	Annual Sample Number	Positions Responsible
				Blackall	Tambo			
Microbial quality	*E.coli*	Nil detect	**Annual**	**3x samples**: • Depot Bore • Showgrounds Bore • Leek St Bore	**3x samples**: • Depot Bore • Williams St Bore • Truck Fill Bore	Refer to incident management Plan, Acceptable risk continue to monitor for exceedances or complete incident reporting forms for exceedance of health guidelines	3x samples (Blackall) 3x samples (Tambo)	**Overall Responsibility:** DOP **Implementation, review and actions:** EHO **Operations:** EHO
	Total Coliforms	Nil detect						
	Heterotrophic Plate Count	N/A						
Physical	Conductivity	N/A						
	True Colour	15HU - Aesthetic						
	Total Hardness	N/A						
	pH	pH 6.5 - 8.5 - Aesthetic						
	Total Dissolved Solids	N/A						
	Total Dissolved Ions	N/A						
	Turbidity	5 NTU - Aesthetic						
Inorganics	Fluoride	1.5 mg/L - Health						
	Chloride	250mg/L - Aesthetic						
	Nitrate	50mg/L - Health						
	Nitrite	3mg/L - Health						
	Calcium	N/A						
	Magnesium	N/A						
	Potassium	N/A						
	Silica	80mg/L - Aesthetic						
	Sodium	180mg/L - Aesthetic						

Characteristic	Parameter	ADWG and / or Regulation Value	Frequency	Sampling Locations		Response to Exceedances	Annual Sample Number	Positions Responsible
				Blackall	Tambo			
	Sulphate	250mg/L - Aesthetic						
	Phosphate	N/A						
	Total Iron	0.3mg/L - Aesthetic						
	Total Manganese	0.05mg/L –Aesthetic 0.1mg/L – Health						
	Arsenic	0.01mg/L – Health						
	Cadmium	0.002mg/L – Health						
	Chromium	0.05mg/L – Health						
	Copper	1mg/L – Aesthetic 2mg/L – Health						
	Nickel	0.02mg/L – Health						
	Lead	0.005mg/L – Health						
	Zinc	3mg/L – Aesthetic						
	Mercury	0.001mg/L – Health						
Radiological Activity	Gross Alpha	0.5 Bq/L – Aesthetic						
	Gross Beta	0.5 Bq/L – Aesthetic						
	Uranium	0.02mg/L – Health						
PFAS	PFAS	Nil detect	5-yearly (to be sampled 26/27 FY)				N/A	

9.1 Water Testing Laboratory

Council is currently seeking funding through grant opportunities to build and fit out a new water testing laboratory, to be located in Blackall. With the establishment of this facility, BTRC would be in a position to provide water sampling services to neighbouring central-western Queensland local government areas and beyond. This will also assist BTRC (and other local Councils) in ensuring *E.coli* verification monitoring is undertaken within the 24-hr holding period and that the water being supplied to these communities is safe.

The proposal (currently in the development stage) is included in Appendix D and includes:

- Background and grounds for establishing a laboratory in central western Queensland
- Materials and costa analysis
- Equipment required for full drinking water analysis as per the Australian Drinking Water Guidelines.

10.0 INCIDENTS AND EMERGENCIES

Blackall-Tambo Regional Council operates on a 3-level incident and emergency framework in the management of their drinking water incidents and emergencies, starting at Level 1 (least severe) through to Level 3 (most severe); these are outlined in Table 25 below. It should be noted that during a full-scale emergency response and recovery scenario (e.g. a natural disaster), the Local Disaster Management Group is activated in accordance with BTRC's Local Disaster Management Plan. The Blackall-Tambo Local Disaster Management Plan can be accessed here:

https://www.btrc.qld.gov.au/downloads/file/1088/ldmg-local-disaster-management-plan-5-0-november-2022.

The drinking water incident and emergency action plan for the Blackall and Tambo schemes is provided in Section 10.1 below.

Table 27: BTRC 3-level incident and emergency framework.

Alert Level	Description	Key Management Responses	Positions Responsible
Level 1 Low-Risk Operational Actions	Operational issues that could escalate if not responded to. These types of incidents are managed immediately and effectively by DSC staff, without any public health impact to the community. For example: • Exceedance of an ADWG Aesthetic value that can be managed under the DWQMP. • Short-term drinking water infrastructure fail.	1. Notify Group Manager and/or DOP. 2. Check and act upon operation and maintenance procedures. 3. Take appropriate actions to rectify the situation.	Group Manager, DOP
Level 2 Medium-Risk Incidents and Emergencies	All ADWG health exceedances and incidents where normal actions under the DWQMP do not effectively manage the issue and there is a concern that public health may be impacted. For example: • Detection of a parameter with no water quality criteria that may have an adverse impact upon public health. • Detection of an ADWG aesthetic/screening value exceedance that may have an adverse impact upon public health (e.g. radiological activity). • Minor exceedance of an ADWG health value. • Short-term loss of drinking water supply (<24 hours). • Cyber security breach	1. Report incident/event to DOP and implement short-term management measures. 2. Where further health advice is required, notify Regulator. 3. Where public health may be impacted, notify residents. 4. Undertake incident investigation and appropriate corrective actions as soon as practicable to minimise the impact of the incident.	Group Manager, DOP, Water Regulator

Alert Level	Description	Key Management Responses	Positions Responsible
Level 3 High-Risk Declared Disaster	This level of emergency or disaster requires coordination across departments and is dealt with at the CEO level. For example: • Widespread outbreak of a waterborne disease. • Major loss of drinking water supply, e.g. >24 hours over wide area. • Gross exceedance of an ADWG health guideline value for a chemical parameter (e.g. more than five times the ADWG health guideline limit). • Declared disaster. • Long-term drinking water infrastructure fail. • Detection of *E.coli* in the water supply.	1. Report incident/event to the Regulator. 2. Notify Director of Infrastructure who will inform the Chief Executive Officer 3. CEO makes the call to activate the Local Disaster Management Plan (as required). 4. Where public health may be impacted, notify residents. 5. Implement short-term management measures. 6. Undertake incident investigation.	Group Manager, DOP, Water Regulator, Chief Executive Officer

10.1 BTRC Incident and Emergency Action Plan

Table 28: BTRC drinking water incident and emergency action plan.

Level	Incident Or Emergency	Summary Of Actions to be Undertaken	Positions Responsible for Actions
1	**Exceedance of an ADWG aesthetic value that can be managed under the DWQMP**	1. Notify Group Manager and/or DOP. 2. Ensure all control measures identified in the operation and maintenance procedures are functioning effectively. Review records for anomalies. If simple adjustment is required, make adjustment and record details. 3. If a more substantial system change is required (e.g. maintenance to overcome a recurring problem), advise DOP so budget can be made available. 4. Organise system change or list for capital works as appropriate.	Group Manager, DOP
	Short-term drinking water infrastructure fail	1. Notify Group Manager and/or DOP. 2. Determine the potentially affected area and isolate. 3. Inform concerned customers of the details of the incident and anticipated progress (if required). 4. Rectify the problem. 5. Investigate options to avoid any reoccurrence. 6. If a more substantial system change is required (e.g. maintenance to overcome a recurring problem), advise DOP so budget can be made available.	Group Manager, DOP
2	**Detection of a parameter with no water quality criteria that may have an adverse impact upon Public Health OR detection of an ADWG aesthetic value exceedance that may have an adverse impact upon public health**	1. Notify Group Manager and/or DOP. 2. Check with the testing laboratory to confirm the exceedance OR re-commence in-house monitoring to confirm exceedance/adverse water quality criteria. 3. Report details of the exceedance to the Regulator within 3 hours via Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E: DrinkingWater.Reporting@dlgwv.qld.gov.au). Contact Public Health Unit if required. 4. Determine potentially affected area and advise effected customers (via the usual communication channels) if required. 5. Commence investigation into water quality criteria or aesthetic exceedance. Some aesthetic exceedances or adverse water quality may be able to be to be fixed with mains flushing. 6. Once investigation is complete and the issue fixed, re-test the drinking water supply and send samples to the external laboratory (if required) for confirmation that there are no issues. 7. Investigate options to avoid any reoccurrences.	Group Manager, DOP, Water Regulator

Level	Incident Or Emergency	Summary Of Actions to be Undertaken	Positions Responsible for Actions
		8. Upon resolution, provide a written report to the Regulator (Part 2 of Incident Reporting Form).	
	Minor exceedance of an ADWG health value	1. Notify Group Manager and/or DOP. 2. Where an exceedance has been observed check with the testing laboratory to confirm the exceedance. 3. Report details of exceedance to Regulator within 3 hours via. the Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E: DrinkingWater.Reporting@dlgwv.qld.gov.au). Contact Public Health Unit if required. 4. Determine if water quality can be corrected and the time/resources required. Ensure all control measures are functioning effectively. 5. Advise customers and make temporary water supply arrangements including bottled potable water if required. 6. Rectify the problem or inform consumers of ongoing water quality limitation. 7. Once rectified, re-test and send the water samples to an external lab for verification monitoring to confirm the issue has been resolved (if required). 8. Provide a written report to the Regulator (Part 2 of Incident Reporting Form).	Group Manager, DOP, Water Regulator
	Short-term loss of drinking water (<24 hours)	1. Notify Group Manager and/or DOP. 2. Details of the supply loss or infrastructure fail are to be reported to the Regulator within 3 hours via the Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E: DrinkingWater.Reporting@dlgwv.qld.gov.au). Contact Public Health Unit if required. 3. Determine the potentially affected area and advise effected customers (via the usual communication channels) and implement temporary water restrictions if applicable. 4. Rectify the problem. 5. Investigate options to avoid any reoccurrence. 6. Upon resolution, provide a written report to the Regulator (Part 2 of Incident Reporting Form).	Group Manager, DOP, Water Regulator
	Cyber Security Breach	1. Notify Group Manager and/or DOP. 2. Determine the potentially affected area (i.e. is it remote access to Council files). 3. Alert Australian Government Cyber Security Hotline (P: (07) 3215 3951)	Group Manager, DOP, Water Regulator

Level	Incident Or Emergency	Summary Of Actions to be Undertaken	Positions Responsible for Actions
		4. Notify Regulator within 3 hours via the Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E:DrinkingWater.Reporting@dlgwv.qld.gov.au) 5. Rectify the problem. Ensure all control measures are functioning effectively. 6. Investigate options to avoid any recurrence. 7. Upon resolution, provide a written report to Regulator (Part 2 of Incident Reporting Form), if required.	
3	**Widespread outbreak of a waterborne disease OR detection of *E.coli* in the water supply**	1. Notify Group Manager and/or DOP. 2. DOP to alert CEO to coordinate notification, investigation and response including activation of the Emergency Response Plan/Disaster Management Pant (as required). 3. Details of the outbreak are to be reported to Regulator within 3 hours via the Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E:DrinkingWater.Reporting@dlgwv.qld.gov.au). 4. Determine the potentially affected area and isolate if possible. Issue a Boil Water Alert and advise effected customers (via the usual communication channels) or other precautions as required. 5. Flush all affected mains. 6. Provide additional chlorine dosing if practical. 7. Undertake a comprehensive contamination investigation and take necessary corrective actions. 8. Upon resolution, provide a written report to the Regulator (Part 2 of Incident Reporting Form).	Group Manager, DOP, Water Regulator, CEO
	Major loss of drinking water supply (>24 hours) OR long-term drinking water infrastructure fail	1. Notify Group Manager and/or DOP. 2. DOP to alert CEO to coordinate notification, investigation and response including activation of the Emergency Response Plan/Disaster Management Pant (as required). 3. Details of the supply loss or infrastructure fail are to be reported to Regulator within 3 hours via the Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E:DrinkingWater.Reporting@dlgwv.qld.gov.au). 4. Determine the potentially affected area and advise effected customers (via the usual communication channels) and implement temporary water restrictions if applicable. 5. Make temporary water supply arrangements if required. 6. Rectify the problem. 7. Investigate options to avoid any reoccurrence.	Group Manager, DOP, Water Regulator, CEO

Level	Incident Or Emergency	Summary Of Actions to be Undertaken	Positions Responsible for Actions
		8. Upon resolution, provide a written report to Regulator (Part 2 of Incident Reporting Form).	
	Gross exceedance of an ADWG health value	1. Notify Group Manager and/or DOP. 2. DOP to alert CEO to coordinate notification, investigation and response including activation of the Emergency Response Plan/Disaster Management Pant (as required). 3. Check with the testing laboratory to confirm the exceedance (a sudden gross exceedance is only likely to occur as the result of sabotage or an unreported chemical spill). 4. Report details of the exceedance to Regulator within 3 hours via the Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E: DrinkingWater.Reporting@dlgwv.qld.gov.au) 5. Determine the potentially affected area and advise effected customers (via the usual communication channels) not to drink the water. 6. Re-test the drinking water supply and send samples to the external laboratory for confirmation that health exceedance was not a testing error. 7. Make temporary supply arrangements, including bottled potable water if required. 8. Commence investigation into exceedance and rectify the problem. 9. Once, rectified, re-test the drinking water supply and send samples to the external laboratory to confirm that the problem has been fixed and the drinking water is safe for consumption. 10. Investigate options to avoid any reoccurrence. 11. Upon resolution, provide a written report to Regulator (Part 2 of Incident Reporting Form).	Group Manager, DOP, Water Regulator, CEO
	Declared disaster	1. Notify Group Manager and/or DOP. 2. DOP to alert CEO. 3. CEO to liaise with Local Disaster Management centre to monitor the potential effect of the disaster upon water supply and sewerage services. 4. If impact to drinking water services, details of the event to be reported to Regulator within 3 hours via the Drinking Water Hotline (P: 1300 596 709) and the online notification form within 24 hours (E:DrinkingWater.Reporting@dlgwv.qld.gov.au) 5. If the water supply has been affected, consider a Boil Water Alert and take relevant actions as per the DWQMP	Group Manager, DOP, Water Regulator, CEO

Level	Incident Or Emergency	Summary Of Actions to be Undertaken	Positions Responsible for Actions
		and direction from the Local Disaster Management Centre and Regulator. 6. If the water supply has been affected, upon resolution, provide a written report to Regulator (Part 2 of Incident Reporting Form).	

10.2 Community Notification

During an incident or emergency, if the need arises, BTRC's Director of Community Services and Communications will be the designated person to provide warnings and updates to the community and media. Nonetheless, all BTRC employees should be kept informed of any incident and / or emergency that requires community notification, as they provide informal points of contact for the community. Information is also available on Council's Disaster Dashboard on the BTRC website: https://rapad.qitplus.com/blackall-tambo. Information can also be circulated via the BTRC Council Facebook Page and the 4LG Radio Broadcast Corporation in Longreach (P: (07) 4658 3333).

11.0 INFORMATION MANAGEMENT

Blackall-Tambo Regional Council is a relatively small organisation with a records system that is available to all relevant staff.

11.1 Process for Internal and External Reporting

Internal Reports

Reports are provided from field staff and supervisors direct to the coordinators, and if needed directed to the Director Organisational Performance. Supervisors generally handle day to day reporting, with coordinators organising reports for operation and maintenance as required.

External Reporting

Reports sent to external parties are prepared by the coordinators and passed to the Director Organisational Performance for final checking. All reports sent are saved into Councils document database. However, not all information gets reported to Council formally or directly and both the operators and plumbers are often approached by members of the community. Council employees are required to formally lodge any requests or complaints made by the community to them directly.

11.2 Complaints

BTRC have several ways in which complaints can be made, which includes the following:

- In person at Council's administration centre in Blackall or by calling (07) 4621 8855;
- By filling in the "Report an Issue" form, located on the Council website: https://www.btrc.qld.gov.au/report-an-issue;
- In writing by letter, fax or email, addressed to the Chief Executive Officer
  Postal Address: P.O. Box 21, BLACKALL QLD 4472
  Fax: (07) 4657 8855
  Email: admin@btrc.qld.gov.au or tfd@btrc.gov.au
- Using the Snap/Send/Solve App, available for download from the Apple Store or Google Play.

Council aims to investigate all complaints as quickly and as efficiently as possible. The officer handling each complaint will contact the complainant within a timely manner to provide an update on any rectification methods and their expected timeframes.

All drinking water complaints that are lodged with Council are sent to the Director Organisational Performance to be actioned. It should be noted that it's not uncommon for informal complaints to made to Council. Due to the small populations of the towns, most individuals know they can talk directly to the plumber if there is a leak of any other drinking water related issues.

To date there have been no formal complaints within either of the schemes. Council acknowledges that in the past, informal complaints may have been made and not properly recorded. Moving forward Council will ensure that all informal/formal complaints are documented.

11.2.1 Record Retention

All reports (internal and external) are kept electronically on Council's internal server for a minimum of 7 years. Table 27 below outlines the specific details in relation to BTRC's information management system.

Table 29: BTRC drinking water information management details.

Information/Document	Format (Hardcopy /Electronic)	Where Stored (at WTP / on Electronic System / Other)	Position Responsible	Comments
Customer Complaint Record Form	Hardcopy and Electronic	Filed at Blackall –Tambo Regional Council (Electronic on Server)	Administrative Officer & Director Organisational Performance	To record individual customer details and complaints. This form enables customer complaints to be dealt with expediently and enables identification of recurring problems. It also helps facilitate corrective and preventative actions and improvements to operations as part of the continual improvement process within Councils QES Management Systems.
Reactive / Planned Maintenance / Capital Works Record Sheet	Hardcopy and Electronic	Filed at Blackall –Tambo Regional Council (Electronic on Server)	Administrative Officer, Director Organisational Performance, Group Manager Town & Rural Services & EHO	Records the type of work, its location within the water supply system and labour, plant and materials used to complete the task.
Planned Operational and Maintenance Programme	Hardcopy and Electronic	Filed at Blackall –Tambo Regional Council (Electronic on Server)	Administrative Officer, Director Organisational Performance, Group Manager Town & Rural Services & EHO	This form details planned maintenance procedures that the Officers (works / technical / water) complete at weekly, monthly, bi-annually, or annually. The form also serves as a report sheet recommending further immediate corrective action.

APPENDIX A

RISK MANAGEMENT IMPROVEMENT PROGRAMME

APPENDIX B

BLACKALL & TAMBO WATER QUALITY MONITORING LOCATIONS

Map: 1

Blackall-Tambo Regional Council DWQMP Operational and Verification Monitoring Locations - Blackall

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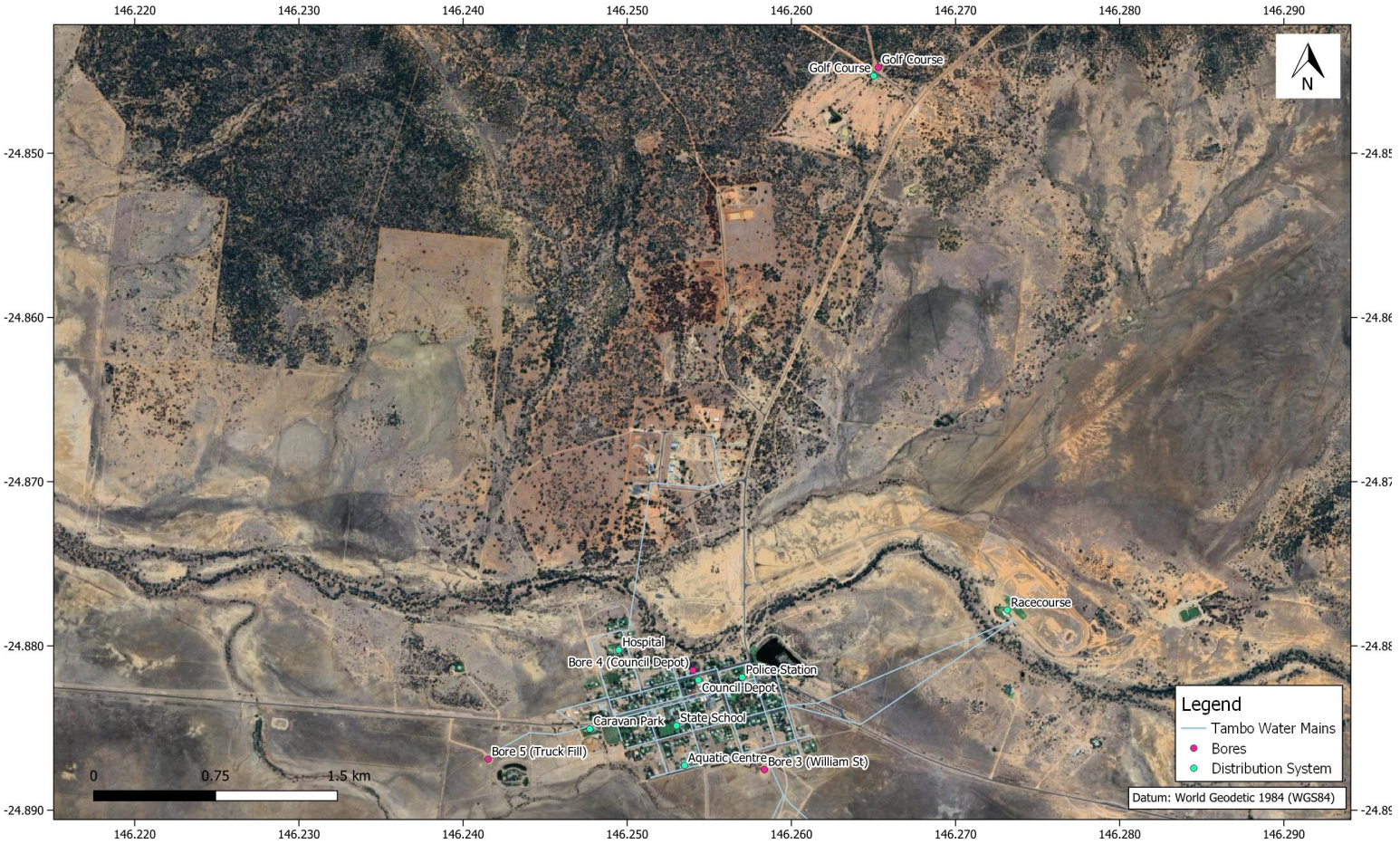

Map: 2

Blackall-Tambo Regional Council DWQMP Operational and Verification Monitoring Locations - Tambo

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APPENDIX C

BLACKALL & TAMBO WATER QUALITY TRENDS

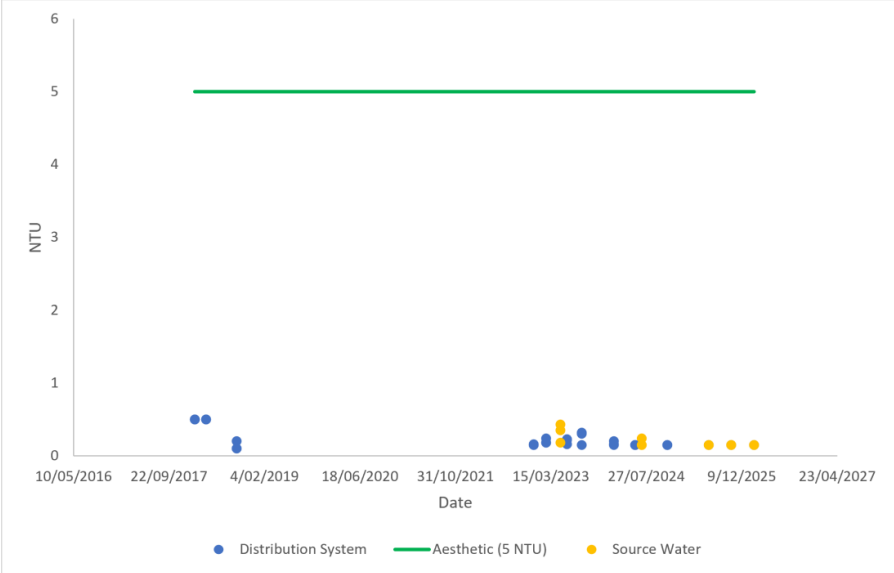


Figure 11: Blackall Turbidity (2018-2026).

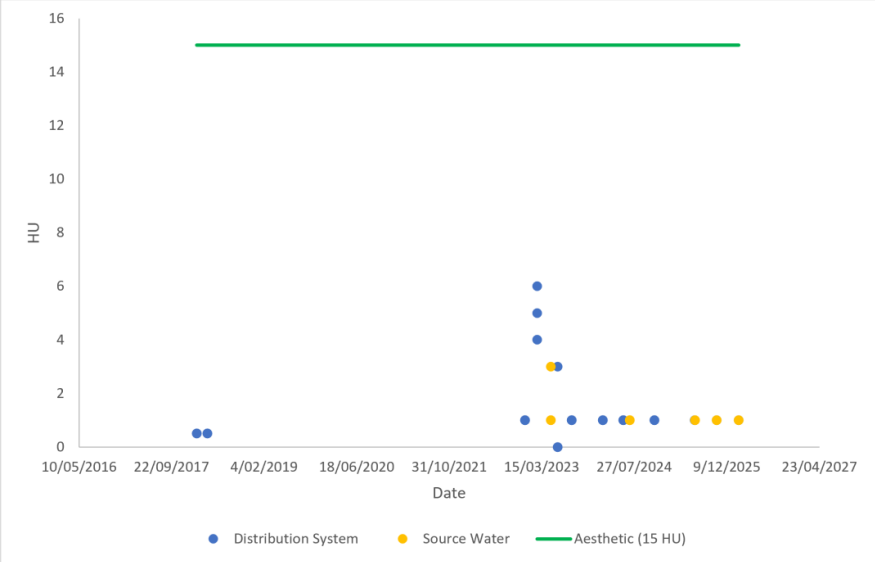


Figure 12: Blackall True Colour (2018-2026).

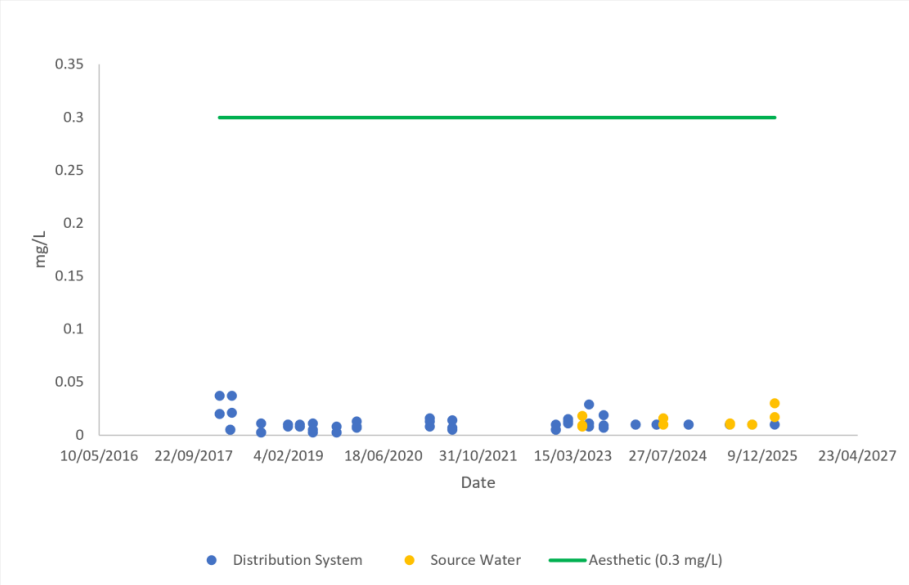


Figure 13: Blackall Iron (2018-2026).

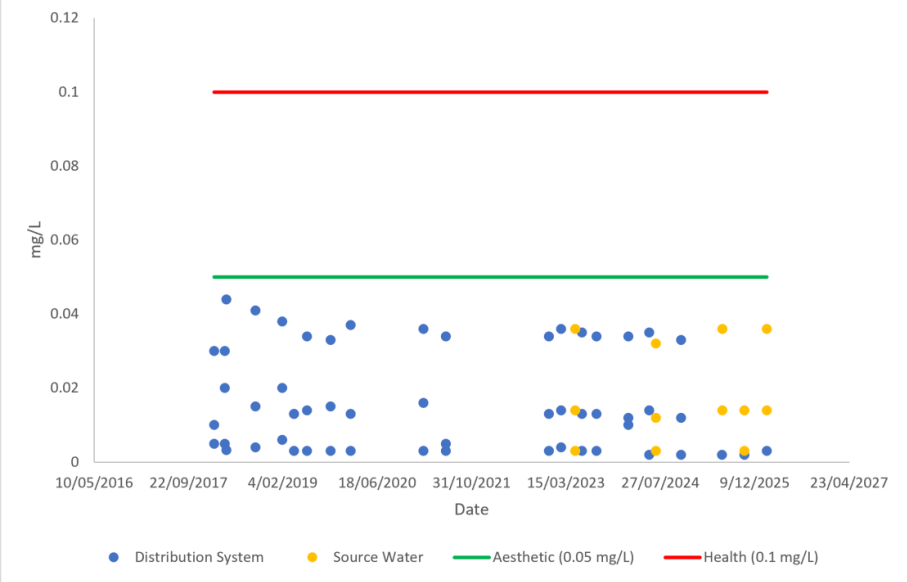


Figure 14: Blackall Manganese (2018-2026).

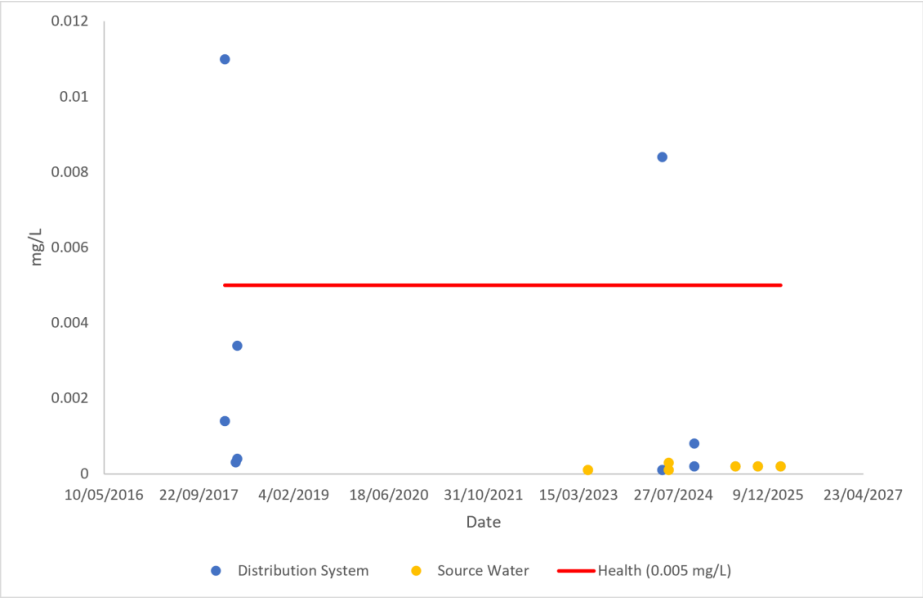


Figure 15: Blackall Lead (2018-2026).

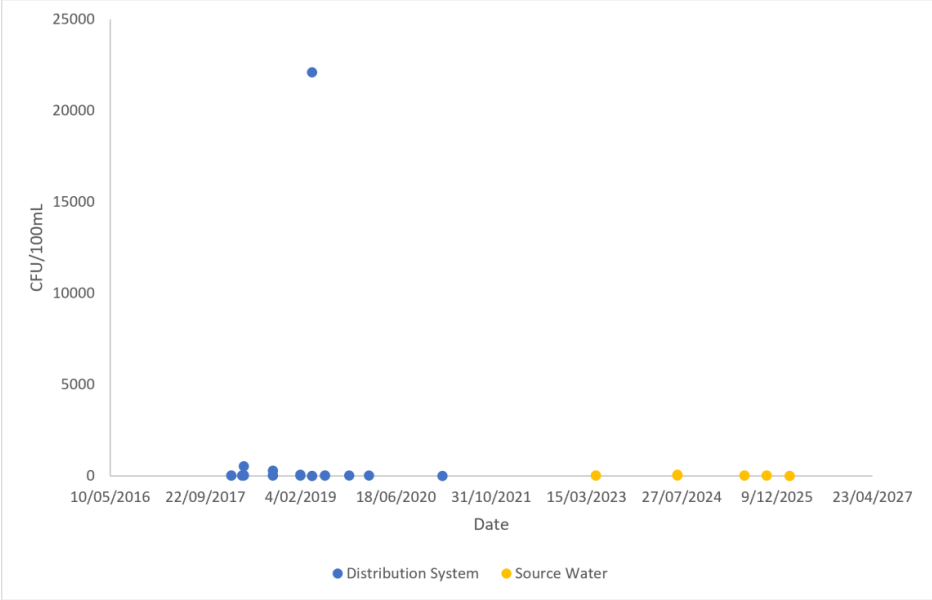


Figure 16: Blackall Heterotrophic Plate Count (2018-2026).

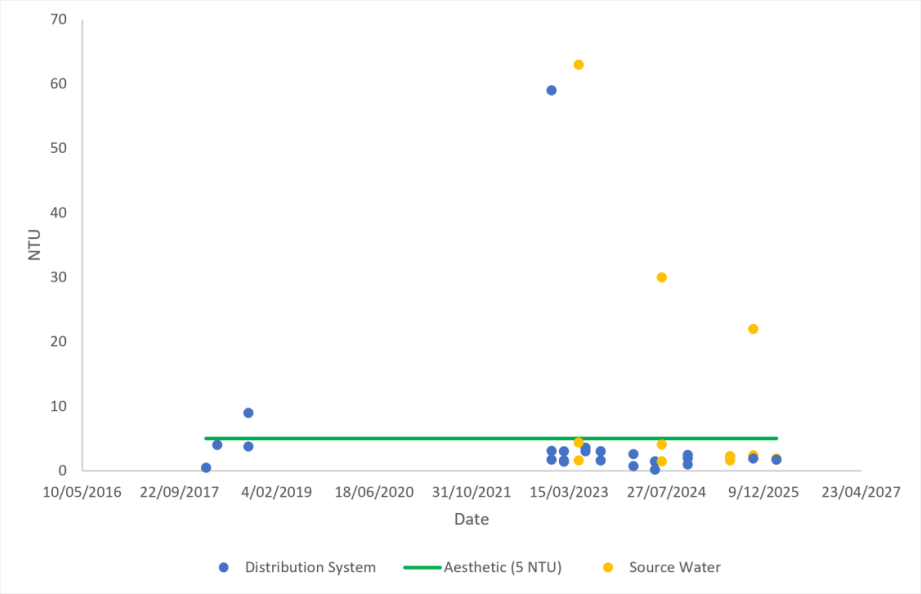


Figure 17: Tambo Turbidity (2018-2026).

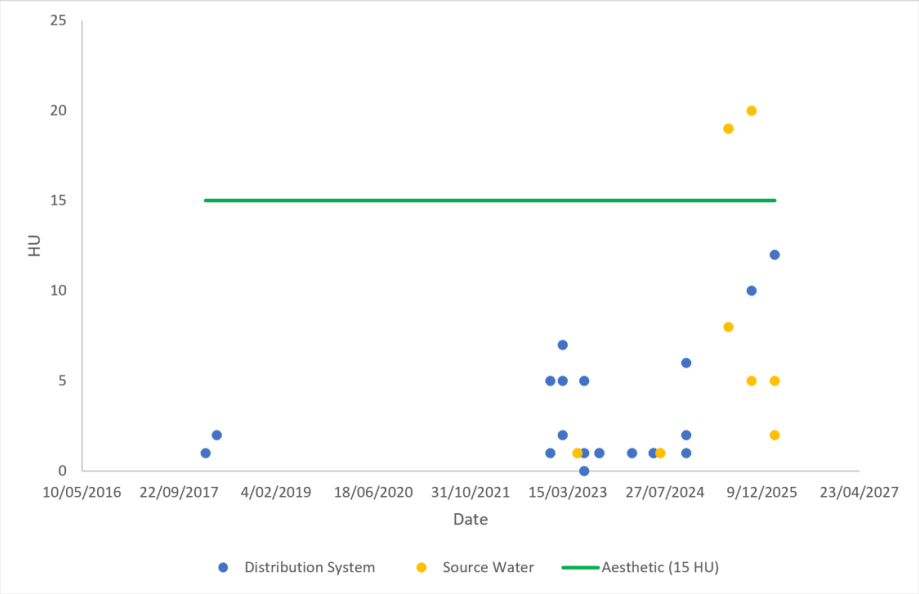


Figure 18: Tambo True Colour (2018-2026).

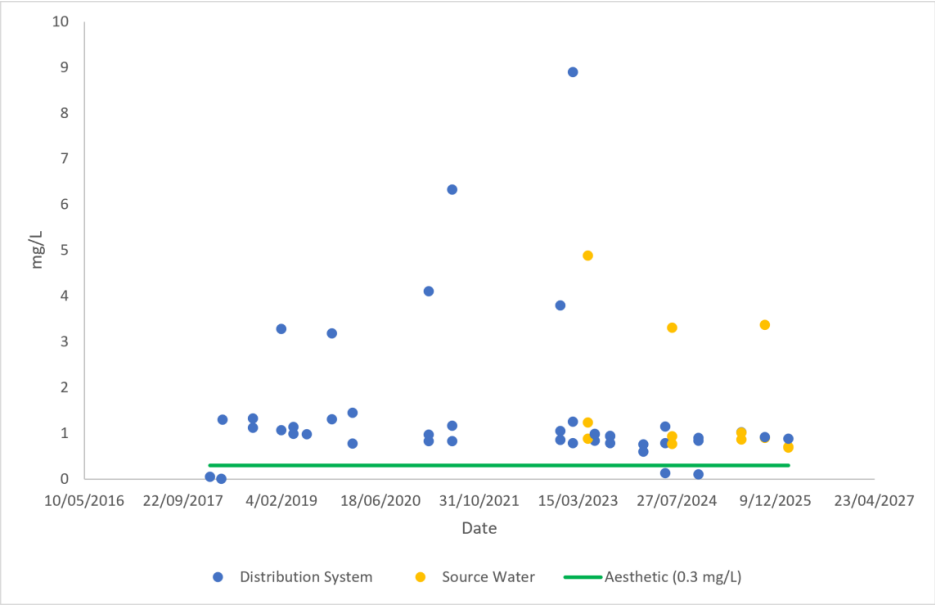


Figure 19: Tambo Iron (2018-2026).

Figure 20: Tambo Manganese (2018-2026).

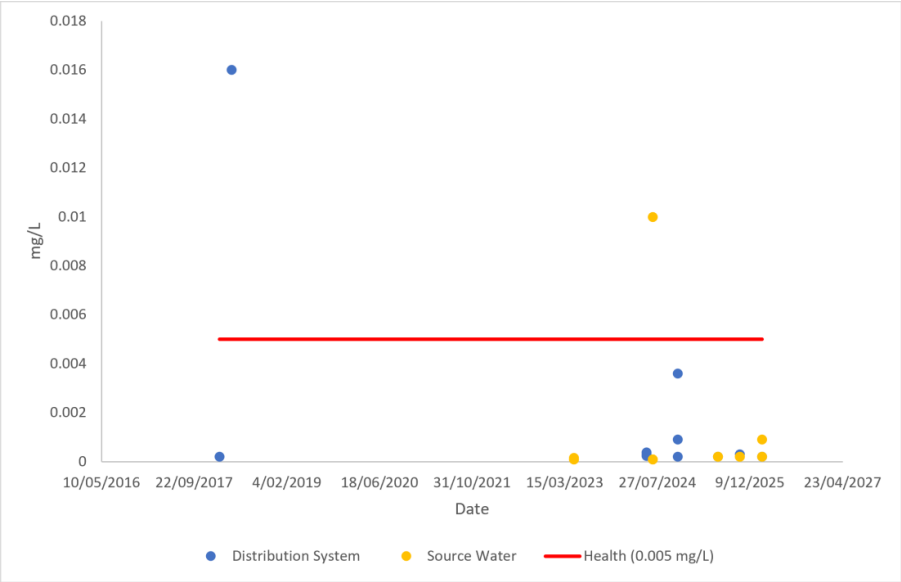


Figure 21: Tambo Lead (2018-2026).

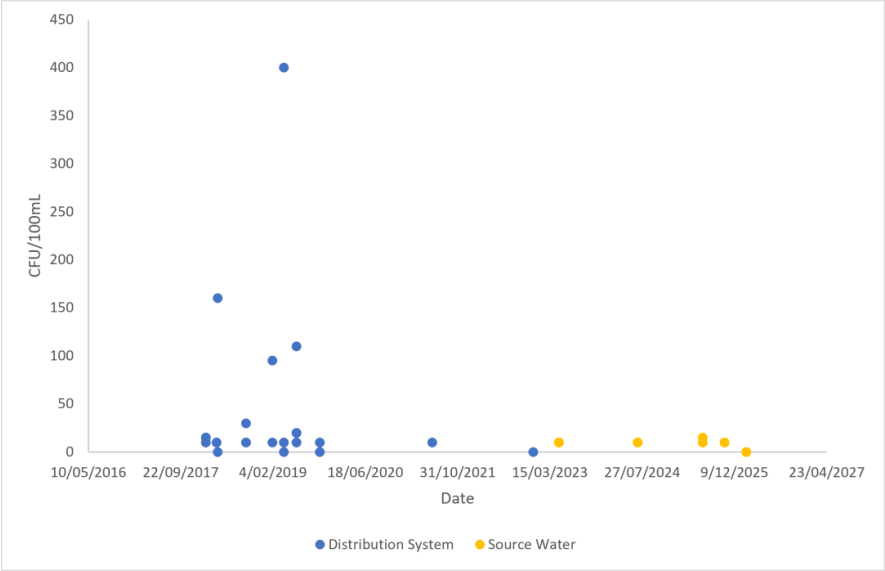


Figure 22: Tambo Heterotrophic Plate Count (2018-2026).

APPENDIX D
WATER TESTING LABORATORY PROPOSAL

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**9.1.1**
SUBJECT TITLE:	**Director of Lifestyle and Community Services Report for September**
AUTHOR AND OFFICERS TITLE:	Jaimee-Lee Prow Director of Lifestyle and Community
AUTHORISING OFFICER:	Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The Director of Lifestyle and Community Services Operations report for September is presented to Council.

Officer's Recommendation:
That Council receive the Director of Lifestyle and Community Services report for September 2026

Background

September commenced following the successful conclusion of the Outback Circus Carnivale, with a strong focus on community development, professional networking, youth leadership, and regional capacity building.

National Small Town Reinvention Conference

A major highlight of the month was Blackall's opportunity to host the National Small Town Reinvention Conference on Thursday, 10 September 2026. The annual conference was hosted in Central Western Queensland for the first time and facilitated by community development leader Peter Kenyon from Bank of I.D.E.A.S.

Blackall-Tambo Regional Council staff and Councillors have had the privilege of attending this insightful and impactful conference since its inception three years ago in Western Australia and South Australia. It was therefore particularly rewarding to see the conference brought to our region and to showcase the innovation, resilience and community spirit that exists throughout Central Western Queensland.

The conference provides a valuable opportunity for community builders, volunteers, leaders and organisations who care deeply about the future of small-town Australia. Participants gain renewed passion and practical skills, knowledge and resources to support rural and remote small-town reinvention.

During its visit to Blackall, the touring conference was hosted against the iconic backdrop of the Blackall Historical Woolscour. Delegates enjoyed a guided tour of the facility and heard firsthand from local committee members about the community action, determination and passion that has driven the preservation and continued success of this significant heritage attraction.
The program also featured a famous 'Town Tour' led by Cr Johnstone and Cr Scobie, and included several inspiring local presenters showcasing successful community-led initiatives from across our region, including:

- Lisa Alexander and Sarah Pearson, who shared the story behind the '#betterinblackall' social media movement. What began during the depths of drought in 2014 has evolved into a catalyst for numerous legacy projects, including the iconic Blackall People's Sign.
- Representatives from Tambo Teddies, who spoke about their journey of resilience, growth and adaptation through changing business environments.
- Councillor Johnstone, who highlighted several impactful Council initiatives, including the Shop Front Renewal Program and the Blackall Cultural Precinct Project.

In addition to the honour of hosting the conference for a day, Council supported all Blackall and Tambo Community Hub staff to attend the five-day conference program. This provided an exceptional professional development and networking opportunity, with staff returning with fresh ideas, renewed enthusiasm and valuable connections that can further enhance community development outcomes across our region.

Blackall-Tambo Youth Council Camp

The remainder of September was focused on finalising the key elements of the Blackall-Tambo Youth Council Camp itinerary, with participants departing on 27 September 2026 for what proved to be another memorable and valuable experience representing our region.

I look forward to Council's Youth Mayor, Georgia, providing a detailed report on the camp and sharing the experiences, learnings and achievements of the participating Youth Councillors.

I would also like to formally acknowledge and extend my appreciation to Council's Youth, Sport and Recreation Officer, Natalie Dendle, for the exceptional work undertaken in coordinating the extensive logistical planning required to deliver a camp of this scale. Her commitment, organisation and attention to detail ensured a well-executed and rewarding experience for all involved.

Finally, I was extremely proud of the manner in which our young leaders conducted themselves throughout the week. They represented both Blackall and Tambo with maturity, enthusiasm and respect, demonstrating the strong leadership potential that exists within our communities. Our future is undoubtedly in very good hands.

September was a month that reinforced the importance of community leadership, innovation and youth development. Through our involvement in the National Small Town Reinvention Conference and the ongoing work of the Blackall-Tambo Youth Council, Council continues to invest in building resilient communities and empowering the next generation of local leaders.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.

Lifestyle & Community
Encourage initiatives that address community health & wellbeing.
Building a more engaged & connected region as a whole.
Enhancing our tourism experiences and opportunities.
Creating opportunities for our young people by providing innovative spaces and places for youth to aspire to learn, grow and thrive.

Investigate ways to further encourage & support volunteerism.
Identify, promote & grow opportunities for arts, cultural expression, & the development of the creative industry.
Deliver effective community information, communication & education programs to encourage participation in Council business & to enhance the region's livability.
Encourage connection, resilience, equality & inclusion within community.
Ongoing advancement & promotion of the Blackall-Tambo region.
Work with peak bodies & representative groups to action initiatives that foster local businesses & generate local jobs.
Support for businesses in the region.
The uniqueness & identities of our townships throughout the region are understood & valued.
Strengthen recognition, collaboration and partnerships with Traditional Custodians and Aboriginal and Torres Strait Islander peoples.
Protect and promote the heritage of our region.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Director of Lifestyle and Community
Director Organisational Performance
Group Manager People Culture and Safety
Multi-Purpose Coordinator
Customer Service Officers
Library Officer
Tambo Library and Tourism Officer
Tourism Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**9.1.2**
SUBJECT TITLE:	**Group Manager of Community Policy and Programs Report for September**
AUTHOR AND OFFICERS TITLE:	Vivienne-Claire Van Mosseveld (Group Manager of Community Policy and Programs)
AUTHORISING OFFICER:	Jaimee-Lee Prow (Director of Lifestyle and Community) Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The September Community Policy and Programs Operations Report covers activities across the Blackall Neighbourhood Centre Program, Blackall and Tambo Libraries, Youth, Sport and Recreation, Visitor Information and Tourism, Small Business, Communication and Media.

Officer's Recommendation:
That Council receive the Group Manager of Community Policy and Programs report for September.

Background

Blackall Hub (Neighbourhood Centre Program)

September was a busy and successful month for the Blackall Hub, delivering a range of community development initiatives, events, support services and engagement opportunities that strengthened social connection, celebrated community achievements and showcased the region on a broader stage. Activities throughout the month focused on community wellbeing, school holiday engagement, volunteer participation, healthy ageing initiatives and regional promotion.

Community Support Services

The Neighbourhood Centre continued to provide practical assistance to residents experiencing hardship and financial distress throughout September. Assistance provided during the month included: 5 Emergency Relief Food Vouchers issued to community members experiencing crisis circumstances. 4 Crisis Meals provided to individuals and families requiring immediate support.

These services continue to play an important role in supporting vulnerable residents and strengthening community wellbeing outcomes.

Key Events and Highlights

The annual **Bloomin' in the Bush Garden Competition** was also completed during September. Renowned horticultural expert Jerry Coleby-Williams was back again this year; we used his time and knowledge to undertake judging across the region and present awards. Winners were announced at both the Blackall Anglican Flower Show and Tambo Garden Awards Morning Tea. A new addition to this year's program was Jerry's personal supply and transport of plants for community purchase, which proved extremely popular. Funds raised through plant sales will contribute towards celebrations of the Anglican Flower Show's 100-year anniversary next year.

A significant highlight for the month was Blackall's involvement in the **Small Town Reinvention Conference Central West Queensland Circuit**. Representatives from five communities participated in the conference, which was based in Longreach and travelled throughout Central Western Queensland exploring innovative and progressive projects that are helping reinvigorate small rural towns. Blackall hosted delegates for a three-hour visit, which included lunch at The Lodge on Hawthorn, a guided town bus tour, a tour of the Blackall Woolscour and presentation on its restoration journey, discussions surrounding the #BetterinBlackall movement, presentations from Tambo Teddies and information regarding Council's Shop Front Renewal Grant Program. The visit provided a valuable opportunity to showcase local success stories and position Blackall as a progressive and forward-thinking rural community.

September also saw the successful delivery of the **School Holiday Program**, with activities filling across both weeks of the school holidays. Popular events included the Slime Run, Chalk Walk, a slime-making workshop and two movie nights, all of which were well attended by local children and families. To further support families during the holiday period, the Blackall Lifestyle and Community Hub funded public pool entry fees during the second week of school holidays, encouraging active recreation and increasing accessibility for local children and young people.

September also marked the official opening of the new **Blackall Bark Park**, a project initiated and championed by the Blackall Youth Council. The opening was held on 19 September and featured a community sausage sizzle, pup cups for four-legged visitors, community "pawtraits" and an official ribbon-cutting ceremony. The event was well supported by community members and celebrated the successful delivery of an important new recreational space for residents and visitors to enjoy.

The monthly **Get Forked Community Kitchen Cook-Up** returned during September, supported by three dedicated volunteers. Together, the team prepared and froze more than 40 meals for distribution to community members requiring additional support. Volunteers also assisted with preparing fresh salads for the Memory Café luncheon the following day, demonstrating the ongoing importance of volunteer contributions in supporting community programs.

As part of **Dementia Awareness Week**, the Hub hosted a special **Memory Café Luncheon** for community members in partnership with Barcoo Community Village Inc. Attendees were invited to bring a photo album, keepsake or significant item to share stories and memories with others. A particular highlight was the screening of historical local footage dating back more than 40 years, prompting conversation, reminiscing and storytelling amongst attendees. The event provided a meaningful opportunity for social connection, memory sharing and increased awareness of dementia within the community.

September concluded with the highly successful **ABBA Girls Tribute Show**, which attracted more than 200 attendees from across the region. The popular VIP Lounge experience hosted prior to the performance welcomed over 100 guests and added an additional social element to the evening. The event was well received and provided an enjoyable entertainment opportunity while contributing to community vibrancy and engagement.

Community Engagement and Project Development
September included ongoing collaboration with local community groups, businesses, volunteers and regional stakeholders to support program delivery and community development initiatives. Staff continued work across a range of community wellbeing projects, event planning activities, funding opportunities and partnership initiatives aimed at strengthening social connectedness, resilience and quality of life across the region.

Work also continued on planning and delivery of upcoming initiatives, including:

- Mental Health Week activities.
- Seniors Christmas Party planning.
- Ongoing Memory Café and healthy ageing programs.
- 'Get Forked' Community Kitchen Cook-Ups.
- Be Local Campaign
- Australia Day Award Nomination Roll Out
- Youth Centre Operations and Programming
- Community wellbeing and volunteer engagement initiatives.

Youth, Sports and Recreation

September has been another active month for the Sport and Recreation Program, with a number of regular programs continuing to maintain steady participation and several youth programs showing strong growth.

The month has also involved significant planning and preparation for upcoming activities, as well as a strong focus on supporting and developing young leaders through Youth Council in logistical planning of the 2026 Youth Council Leadership Camp to Brisbane.

Regular Program Attendance:

Aqua Aerobics has continued to generate consistent participation, with approximately 10–15 participants attending sessions. The program continues to provide a popular low-impact exercise option for the community and remains a consistent part of the weekly recreation program.

Chair Aerobics has also maintained steady participation, with approximately 10–15 participants attending. The program continues to provide an accessible form of exercise for community members who may benefit from lower-impact movement and strength activities.

Run Club continues to attract its regular participants, with approximately 3–5 people attending. While numbers remain relatively small, the group has maintained a consistent base of participants.

Youth Cricket and Soccer have been a highlight of the month, with participation increasing to approximately 10–15 young people. The growing numbers are encouraging and demonstrate a strong interest from local youth in structured sporting opportunities.

Continued development of youth sport will remain a focus moving forward, with further cricket and touch opportunities currently being planned for October.

Chair/Dance Aerobics – Nursing Home sessions at the nursing home have continued to generate strong participation, with approximately 8–10 residents attending each week. The sessions provide residents with an opportunity to participate in physical activity in a fun and social environment, while also supporting mobility, movement and overall wellbeing.

Walking Club has struggled to generate consistent participation during September. As a result, I am looking at changing the current session time to determine whether a different time may be more suitable for the community and encourage greater participation. This will be monitored over the coming weeks to determine whether a time change results in improved attendance.

Gentle Mobility has continued to perform well, generating approximately 5–10 participants. The program provides an important opportunity for community members to participate in gentle movement and mobility exercises at an appropriate level.

Youth Council and Leadership Development, a significant focus of September was the Youth Council Camp. Young people throughout their camp experience, focused on developing their confidence, teamwork, leadership skills and understanding of the role they can play within their community, along with the special invitation to meet with the Governor & tour Government House. This was a valuable opportunity to encourage the young people to recognise the importance of their voices and the positive impact they can have within Blackall, Tambo and the wider region.

October will feature a Saturday Chair Aerobics session as part of **Seniors Month**. The aim of this session is to provide seniors with an additional opportunity to participate in physical activity in a social and accessible environment. Planning and preparation for this session has been a key focus during the month.

The development of a cricket clinic and touch clinic, which are currently in the planning stages. These clinics will provide additional opportunities for young people to participate in sport, develop their skills and stay active.

Alongside these activities, planning is continuing for future bootcamps and broader Sport and Recreation programming.

Planning is still underway around the development of the dirt bike track, which will be an ongoing project requiring further consideration.

Moving forward, the focus will remain on building participation, responding to community interests, developing new opportunities and ensuring that Sport and Recreation programming continues to meet the needs of the Blackall-Tambo community.

Blackall and Tambo Libraries

September was a positive month for both the Blackall and Tambo Libraries, with continued community engagement through library services, school holiday activities and professional development opportunities. Early in the month, the Library Officer travelled to Brisbane from 2-4 September to participate in the launch event and co-design workshops for the **Together We Grow Project** through State Library of Queensland. This opportunity provided valuable input into future library and community development initiatives while strengthening connections with library professionals and stakeholders from across the state.

Membership & Usage Trends

Library activity remained steady throughout September, with both branches continuing to provide access to a diverse range of resources, programs and services.

Blackall Library recorded:

- 347 loans
- 72 reserves placed
- 112 reserves filled
- 9 new members
- 312 visitors

The most popular genres during September were Detective and Mystery Fiction, Thriller Fiction and Picture Books, reflecting strong engagement from both adult and family borrowers.

Tambo Library recorded:

- 211 loans
- 53 reserves placed
- 32 reserves filled
- 4 new members
- 172 visitors

The most popular genres in Tambo were **Western Fiction, Historical Fiction and Detective and Mystery Fiction**, continuing established borrowing trends within the community.

Programs & Community Engagement

The libraries continued to support community participation and lifelong learning through regular services and school holiday programming. Working in partnership with the Blackall Lifestyle and Community Hub, Tambo Library coordinated a series of school holiday activities during September.

Activities included: Outdoor Cricket - 2 participants, School Holiday Craft Session - 4 participants, Board Games Session, Lego Challenge.

While attendance varied across activities, the program provided opportunities for children and families to access free recreational and social activities during the school holiday period. The libraries remain an important community resource, providing access to information, literacy development opportunities, technology, educational resources and social connection while supporting Council's broader objectives of community wellbeing and lifelong learning.

Council is pleased to advise that the Blackall Library ***Sprouts & Seniors Program*** has been nominated for the ***Queensland Public Libraries Association (QPLA) Local Government Award***. The nomination recognises the program's success in promoting community wellbeing, early literacy, healthy ageing and social inclusion through an innovative outreach model that fosters intergenerational connections. Blackall Librarian Courtney Richardson and Group Manager Community Policy and Programs, Vivienne Van Mosseveld, will attend the QPLA Annual Conference and Gala Awards Night from 15-17 October.

Tourism, Communications and Media

Tourism

- Opened submissions for the 2027 Visitor Guide and commenced preparation for the updated design.
- Worked with local tourism businesses and attractions to address expired ATDW profiles, particularly accommodation listings, and offered support to businesses to update their information.
- Continued reviewing tourism information across the Visit Blackall-Tambo website as part of the 2027 Visitor Guide and website updates.
- Locked in the OQTA video and photography shoot and developed a shoot list with assistance from TTBA.
- Provided a letter of support for the Blackall Historical Woolscour's Regional Tourism Infrastructure Fund application.

- Continued reviewing the previous contract for tours at the Blackall Saleyards, with the aim of making the application process public-facing by the end of October.

Small Business
- Submitted Stage 2 of the Regional Business Gateways Program grant application.
- Completed the Small Business Friendly Program Annual Report 2025–26.
- Created the Small Business Friendly Action Plan 2026–2027.
- Finalised and gained approval for Working with Council: A Guide for Suppliers, which will also form the basis for updating Council's Working With Council webpage.
- Supported local businesses applying for the Amex Shop Small Grants Program.
- Continued managing the final stages of works for some Shopfront Renewal Program applicants.

Communications & Media
- Drafted multiple media releases and news stories for the BTRC website and social media.
- Coordinated communications for the BTRC school holiday program, including graphic design and webpage content.
- Supported communications for rates, dog registrations and road upgrades.
- Managed monthly Tambo Grassland Whisperer and weekly Blackall Barcoo Independent Council Corner submissions.
- Coordinated a Projects Communications Meeting as part of developing a new communications framework for Council projects.
- Started developing processes and staff upskilling to support Projects and Community Consultations.
- Assisted with essential website access and training for Planning and Development applications and the Community Grants Program.
- Edited the Mayoral meeting video as part of ongoing communications support.
- Delivered social media communications for Get Ready Queensland Week and October disaster preparedness messaging, working with Operations to update online information.
- Created a draft Community Engagement Policy.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.

Lifestyle & Community
Encourage initiatives that address community health & wellbeing.
Building a more engaged & connected region as a whole.
Enhancing our tourism experiences and opportunities.
Creating opportunities for our young people by providing innovative spaces and places for youth to aspire to learn, grow and thrive.
Investigate ways to further encourage & support volunteerism.
Identify, promote & grow opportunities for arts, cultural expression, & the development of the creative industry.
Deliver effective community information, communication & education programs to encourage participation in Council business & to enhance the region's livability.
Encourage connection, resilience, equality & inclusion within community.
Ongoing advancement & promotion of the Blackall-Tambo region.
Work with peak bodies & representative groups to action initiatives that foster local businesses & generate local jobs.

Support for businesses in the region.
The uniqueness & identities of our townships throughout the region are understood & valued.
Strengthen recognition, collaboration and partnerships with Traditional Custodians and Aboriginal and Torres Strait Islander peoples.
Protect and promote the heritage of our region.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Director of Lifestyle and Community
Library Officer
Neighbourhood Centre Coordinator
Tambo Library and Tourism Officer
Tourism Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**9.1.3**
SUBJECT TITLE:	**Group Manager Community Access and Infrastructure Report for September**
AUTHOR AND OFFICERS TITLE:	Glenys Einam, Group Manager Community Access and Infrastructure
AUTHORISING OFFICER:	Jaimee-Lee Prow (Director of Lifestyle and Community) Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:
The Group Manager Community Access and infrastructure report for September 2026 is presented. The report includes Blackall Airport Operations; Mable; Tambo Lifestyle and Community Hub; NDIS Program; Blackall and Tambo Cemeteries and Council and Community Grants.

Officer's Recommendation:
That Council receive the Group Manager Community Access and Infrastructure report for September.

Background

Community Services & Partnerships – Mable

Five (5) community members joined Mable through Council's partnership with the community project. This partnership can now move into phase 2. Mable had another drive to join more community members. They had another 2 interested. Still need another 3 people to join the team.

Tambo Lifestyle & Community Hub

The Tambo Lifestyle & Community Hub continues to provide a diverse range of essential services and community programs, supporting the health, wellbeing, and social connection of residents throughout September.

Service Delivery

- Allied Health Services through the WQPHN funding remained well utilised, with WQ Health conducting (9) nine visits. This service books their own appointments, so no numbers are recorded for this service.
- As part of the Healthy Ageing program, wellbeing initiatives continued with Jude Taylor (Swedish Massage Therapist) providing four (5) service days; supporting twenty-four (30) clients.
- The Services Australia Access Point assisted three (3) community members during the month.

Community Programs & Activities

Regular community engagement activities continued, including:

- Weekly craft sessions for senior women (held Mondays)
- "Fellas Friday", a monthly social event supporting connection among senior men, this activity is run once a month here at the Community Hub to help with Men's Mental Health.

- As part of WQPHN funding, Qi Gong classes, facilitated by Rachael Sargood, continued to be held weekly at the Tambo Dam, promoting health and wellbeing in an outdoor setting, 29 participants.
- The Barcoo River Run, delivered in partnership with the Tambo Tourism & Business Association, recommenced Saturday morning sessions, at 6:30am start time to accommodate seasonal daylight conditions.
- The Community Hub Space was once again well utilised by outside organisations that outreach to the community to provide services. This included 'The Look by Britney – Beauty Services, Regional Realignment Chiropractic, RESQ, RFDS Mental Health Services, CQ Audio, Mathew Edwards Podiatry, and Northwest Regional Health Allied Health Service.
- The beginning of the month seen the Official Launch and Opening of the 'Tambo Hub Community Garden', with special guest Jerry Colby-Williams present. This initiative sprouted through discussion at the regular craft group and Men's Shed. Garden Beds were donated by community, and community members planted the first seedlings. NDIS Client Scotty assists with keeping the gardens watered during the week.
- Tambo Hub hosted a 'Garden Party' to celebrate the annual Garden Competition and present Tambo's Winners. The event was well attended with over twenty-five (25) community members attending for a fun morning of Garden Triva, Treats, Garden Hat Competition and presentation of Garden Competition winners.
- September the Hub held School Holiday Activities, some activities were held at the Hub and some, where held at Lady Gowrie Early Childhood centre. Our activities included: Cupcake decorating, Minute to win it challenges, Midday movie and a nighttime movie, fruit pizza making activities and the Chalk Walk. We had an average of 7 children attend these activities.
- Council is partnering with local Tambo fitness instructor in delivering a 'Spring into Fitness Program', running twice a week for 6 weeks. This program commenced beginning of the month, and to date has had an excellent turn out with an average of 16 people attending both classes per week. 95 Participants for the month of September
- The CDO attended the Small-Town Reinvention Conference in Longreach. This has provided great knowledge and ideas that can be utilised at the Tambo Community and Lifestyle Hub.
- Are you Okay day, the Hub made cupcakes for the day, and Charmaine and Scotty went around the community and delivered them to Small Business Owners and Community Groups, spotlighting the importance of checking on your mates.

Cemeteries

General cemeteries operations continue.

NDIS

NDIS continues to have three clients in both Blackall and Tambo, with Council continuing to support the delivery of clients in NDIS Care Plans.

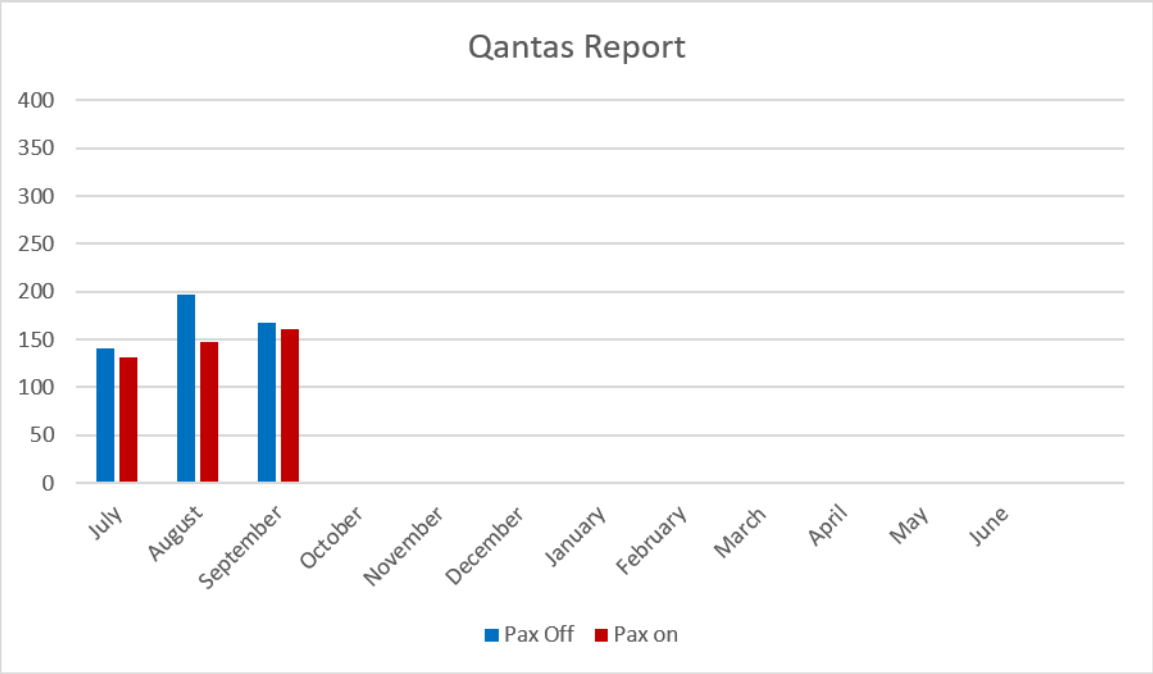
The new partnership with Mable will continue to support and grow the NDIS needs of the region and build a local workforce.

Council & Community Grants

All Clubs/Associations have received their letters informing them of their success in support of In-Kind applications and have started using their in-kind allocations.

The first round of the 'Community Grant Program' for the 2026-2027 year has closed at the end of August, and there have been 13 applications received. Total costs of the projects are $241,878.86, Level of funding contributed is $165,820.93, Total funding amount requested $74,577.93. These applications will be presented to the panel for determination.

Blackall Aerodrome



Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.

Lifestyle & Community
Encourage initiatives that address community health & wellbeing.
Building a more engaged & connected region as a whole.
Enhancing our tourism experiences and opportunities.
Creating opportunities for our young people by providing innovative spaces and places for youth to aspire to learn, grow and thrive.
Investigate ways to further encourage & support volunteerism.
Identify, promote & grow opportunities for arts, cultural expression, & the development of the creative industry.

Deliver effective community information, communication & education programs to encourage participation in Council business & to enhance the region's livability.
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Ongoing advancement & promotion of the Blackall-Tambo region.
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Support for businesses in the region.
The uniqueness & identities of our townships throughout the region are understood & valued.

Strengthen recognition, collaboration and partnerships with Traditional Custodians and Aboriginal and Torres Strait Islander peoples.
Protect and promote the heritage of our region.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Director of Lifestyle and Community
Director Organisational Performance
Library Officer
Neighbourhood Centre Coordinator
Tambo Library and Tourism Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS
COUNCIL MEETING DATE: Wednesday 14 October 2026
ITEM NO: **9.1.4**
SUBJECT TITLE: **Youth Council Leadership Camp 2026**
AUTHOR AND OFFICERS TITLE: Georgia Duncan, Youth Council Mayor
AUTHORISING OFFICER: Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential) N/A

Summary:

An overview of the Youth Council activities for the month of September.

Officer's Recommendation:
That Council receives the Youth Council Mayor's report for September.

Background

As Blackall-Tambo Youth Mayor, I would like to share a reflection on behalf of the whole Youth Council, on our recent Youth Council Leadership Camp and what the experience meant to us as a group.

Overall, camp was an amazing experience for the whole group. It gave us the opportunity to step outside of our normal environment, experience new things, challenge ourselves and, most importantly, grow together as a team.

The camp showed us that being part of Youth Council is not just about attending meetings. It is about building relationships, sharing our voices, listening to each other and working together to create positive change for our communities.

Coming Together as a Team
One of the biggest things we took away from camp was learning how to come together as a team.

Through the different activities such as team challenges at Morten Bay Island (snorkelling, kayaking, sand tobogganing), and conversations with the Outback Futures team, we got to know each other on a much deeper level. We had conversations about things that we would not normally talk about in everyday life, which helped us understand each other better and build trust within the group.

Although many of the activities were fun, they also taught us a lot about each other. We began to recognise each other's strengths and weaknesses and understand the different ways each person approaches challenges.

We also learnt that everyone has different things they are comfortable and uncomfortable doing. Some activities pushed us outside of our comfort zones, including the Moreton Bay experiences such as snorkelling and sand tobogganing. These experiences showed us that sometimes we need to support and encourage each other to have a go at something new.

Understanding the Importance of Our Voices
Another important part of the camp was seeing Queensland Youth Parliament (QYP) in action and realising that our voices as young adults can be heard and impactful. We watched a bill regarding 'Cultural Education to be integrated into core curriculum' be passed through the QYP, which will then be presented to Queensland Parliament. We were also invited along to a special evening event at Government House alongside all the QYP representatives which gave us great networking experience, and we even got to meet Ava our QYP Member for Gregory. This also gave us inspiration that this is something that we could be a part of in the future.

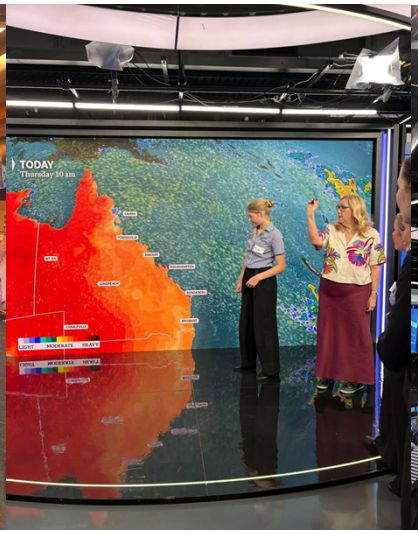
Being involved in Youth Council has shown us that young people have an important role to play in our communities. We are not just the future of our communities — we are part of our communities now, and our ideas and opinions matter.

The camp helped strengthen our determination to use our voices, speak up about issues that are important to young people and work towards making positive changes in Blackall, Tambo and the wider region.

New Experiences and Exploring the City
The camp also gave us the opportunity to experience things that we may not normally have the chance to experience at home.

We tried different foods, cultures, explored the city, and experienced different environments and activities. While doing this, we were also thinking about what we could bring back to our own communities.

It was interesting to see different ideas, programs and opportunities and think about how they could potentially be adapted for Blackall, Tambo and our region. We were able to look at our own communities from a different perspective and think about what young people might enjoy, benefit from or like to see available locally.



Meeting the Governor
One of the most memorable experiences was having opportunity to meet the Governor and her team.

At first, we were all quite terrified and nervous about meeting someone in such an important position. However, those nerves quickly turned into excitement when we realised what an amazing opportunity, we had been given and how nice and kind her excellency is.

Hearing about the Governor's journey and how she came to be in her position was inspiring. It showed us that people in important leadership roles also have their own journeys, challenges and experiences that have shaped who they are. Her Excellency encouraged us to take every opportunity that arises, not to hesitate, as it will always lead to more opportunities or knowledge that we may not have planned or known we were interested in.

We also had the opportunity to learn more about what it is like to live and work as the Governor and the pressure and responsibility that comes with the role. It gave us a greater understanding of leadership and what it means to represent and serve a community. Her excellency has a real passion and interest in Volunteerism and when her duties as Governor finish, she intends to devote more time in supporting this. She encouraged us to continue our journeys as volunteers that serve our community and reminded us that while volunteering involves giving of time, the many personal benefits and fulfilment it brings back to you is well worth it. Something we can certainly reflect on as young leaders of our community.

Experiencing Different Cultures
Another highlight was experiencing different cultures, through dining experiences at Japanese Teppanyaki (always a hit amongst the Team), the importance of cultural representation and connection through QYP, and through the opportunity to attend the AMAZING Fijian Circus.

This gave us the opportunity to see something completely different from what we might normally experience and learn more about culture, performance and community.

At the Circus, we also learnt that the money raised through the tickets was going towards supporting younger generations with education in countries with less prosperity as us. This made the experience even more meaningful because it showed us how entertainment and cultural experiences can also contribute to creating opportunities for young people.

What We Took Away from Camp
When we left camp, we felt more connected as a Youth Council and more inspired to make a difference in our own communities.

We came away with a better understanding of each other, stronger relationships and a greater appreciation for the different strengths that each person brings to our team.

We also learnt that stepping outside of our comfort zones can lead to some of the best experiences. Whether it was trying a new activity, meeting new people, experiencing different cultures or having conversations we normally would not have, each experience helped us grow.

As a Youth Council, we want to continue using our voices, bringing new ideas forward and creating opportunities for young people in Blackall, Tambo and the wider region. Camp reminded us that we have the ability to make a difference, and that when we work together as a team, our voices can be even stronger.

Overall, the Youth Council Camp was an incredibly valuable experience for all of us. It was not just a camp or a collection of activities, it was an opportunity to grow as individuals, build a stronger team and understand our role as young leaders in our communities.

We are grateful and thankful for the opportunity we were given and for everyone who helped make the camp possible. The experiences, relationships and lessons we gained from the camp are things we will take with us as we continue our journey as Youth Councillors.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Community, Environment & Heritage - Support the communities' long-term vision and strategic outcomes through ongoing engagement.
Operational & Governance Excellence - Understand there are future implications for decisions made today.

Lifestyle & Community
Building a more engaged & connected region as a whole.
Creating opportunities for our young people by providing innovative spaces and places for youth to aspire to learn, grow and thrive.
Investigate ways to further encourage & support volunteerism.
Deliver effective community information, communication & education programs to encourage participation in Council business & to enhance the region's livability.
Ongoing advancement & promotion of the Blackall-Tambo region.
Work with peak bodies & representative groups to action initiatives that foster local businesses & generate local jobs.

Consultation (internal/external)

Chief Executive Officer
Councillors
Mayor
Director of Lifestyle and Community
Manager Community and Economic Policy and Programs

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS
COUNCIL MEETING DATE: Wednesday 14 October 2026
ITEM NO: **9.2.1**
SUBJECT TITLE: **Organisational Performance Monthly Report for September**
AUTHOR AND OFFICERS TITLE: Alison Lamb Director of Organisational Performance
AUTHORISING OFFICER: Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential) N/A

Summary:

This report provides Council with an update for the Organisational Performance Department which includes an Executive Summary, the Blackall and Tambo Aquatic Centre Reports, Facility bookings, Snap Send Solve, Work Camp applications, Community Bus bookings, miscellaneous activities and outcomes.

Officer's Recommendation:
That Council receives the Organisational Performance report for September.

Acronym Glossary

Acronym	Title	Description
BTRC	Blackall-Tambo Regional Council	Council
CEO	Chief Executive Officer	
CFO	Chief Financial Officer	Department of BTRC
DLC	Director Lifestyle & Communities	Department of BTRC
DM	Disaster Management	Under legislation local governments have requirements in disaster response capability *DM Act 2003* s80
Dpt/D	Department	
DETSI	Dpt of Environment, Tourism, Science & Innovation	
DLGW&V	Dpt of Local Government, Water & Volunteers	State Department
DOP	Director Organisational Performance	Department of BTRC
DW Reg	Drinking Water Regulator	Water Supply Regulation Regulation & Operational Support Dpt of Local Government, Water & Volunteers
DWQMP	Drinking Water Quality Management Plan	Legislated plan required by the Department Local Government, Water & Volunteers
DWQMP Annual Report	Drinking Water Quality Management Plan Annual Report	Legislated plan required by the Department Local Government, Water & Volunteers
ELT	Executive Leadership Team	BTRC Executive Team
EU	Enforceable Undertaking	Is a formal, legally binding agreement between a regulator and an individual or business/council.

IRN	Information Requirement Notice	Additional information request from DW Reg
LGAQ	Local Government Association of Qld	Peak body for Qld Local Governments (Councils)
LGW	Local Government Workcare	Local Government Self Insurance (Council insurance & WHS)
OIR	Office of Industrial Relations	Department of the WHS Regulator
OLT	Operational Leadership Team	BTRC managers of operations
RMIP	Risk Management Improvement Program	Recommendations from DWQMP Audits
QRA	Queensland Reconstruction Authority	Qld's lead agency in Disaster recovery, resilience and mitigation
STP	Sewerage Treatment Plant	Blackall STP upgrade project
SWIM Local	Statewide Water Information Management Local	Is the database system used by Service Providers (councils) to manage their water and sewerage data and prepare it for reporting to government agencies
TEP	Transitional Environmental Program	A TEP is a specific program that sets out actions, requirements and conditions in relation to a particular activity, that would otherwise contravene the *Environmental Protection Act 1994* (the Act).
T&RS	Town & Rural Services Team	BTRC operational team
WCG	The Water & Carbon Group	Contractors for Blackall STP
WHS Qld	Workplace, Health & Safety Queensland	WHS Regulator

Executive Summary:

- Work, Health and Safety

  Enforceable Undertaking

  Status:
  - The Office of Industrial Relations (OIR) has reviewed the third draft and returned the document to our lawyers. The OIR requires additional information and costings for the activities included in the EU.

    Council has provided this information to the lawyers for inclusion and we are currently waiting for feedback from our lawyers on the information provided.

  The next stage is to re-submit to the OIR as draft four (4) of the EU

- Drinking Water Quality Management Plan and Risk Management Improvement Program
  Status
  - The Water Regulator and assessment panel have assessed Council's submitted DWQMP and RMIP; both documents have been approved with a minor condition.

- SWIM Local
  - The data was uploaded in the tool prior to due date being 1 October 2026.

- Drinking Water Quality Management Plan Annual Report 2025-2026

  Status
  - Council has commenced work on the annual DWQMP Annual Report that is due to be submitted on or prior to 17 December 2026.
  - Update of document on track for due date.

- Blackall Sewerage Treatment Plant Project

  Status:
  - Proposal received from the WCG, covered previously in Matters for Decision.
  - This project is still on track and we continue to work with DETSI to secure the required TEP.

Details:

Blackall Aquatic Centre – Summary

Gate entry totals for this month:

- Passes 456
- Adult 1,921
- Child 673

Total August Entries: 3,050

Temperatures:

- Main Pool - maintained between 30 – 32 degrees Celsius
- Spa – maintained between 38 - 40 degrees Celsius

Requests

Maintenance & Repairs:

- New Pool Cleaner
  The supplier is being contacted to determine which pool cleaner is best suited for the facility.

- Heat Exchanger
  Council to discuss with facility contractor.

- Lane Ropes
  The manufacturer has been contacted and confirmed that the lane ropes will be dispatched by Friday 9 October.

Purchases:

- Shade Cloth Installation – Showground Boundary
  Council to discuss with facility contractor.

- Amenities Block Upgrades
  Scoping and pricing of this project has been scheduled.

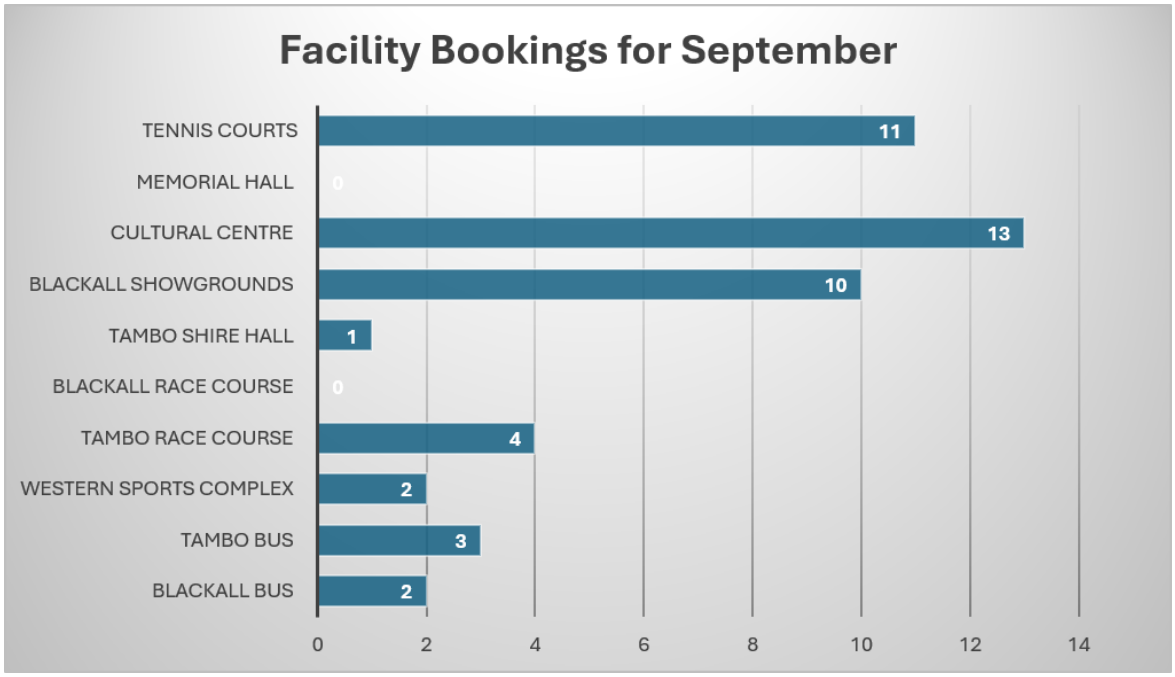
- Shade Sail Covers – Tightening required
  T&RS have been advised and this request is being actioned.

Copy of Blackall Aquatic Centre monthly report is attached for your convenience

Tambo Aquatic Centre - Summary

Re-opened on Saturday 3 October 2026

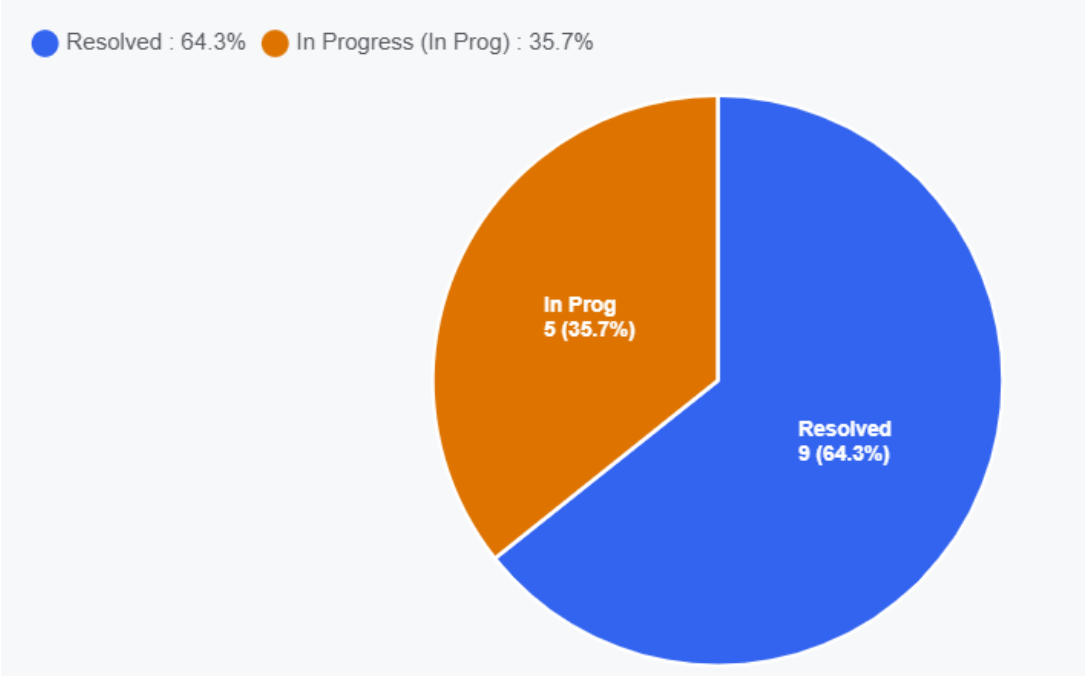
Facility Bookings Information



Snap Send Solve

14 Snaps across Blackall-Tambo Regional Council were lodged for the month of September.

- 9 matters have been resolved;
- 5 are in progress of being resolved.



Work Camp

Six (6) applications were submitted during September. This consisted of five (5) applications for projects and there was one (1) annual update. Applications were received from:

- Blackall Police Station – Annual Update
- St Patrick's Catholic Church Blackall – Christmas Fete 2026
- Blackall Cultural Association, Bushman's Gallery – Melbourne Cup Luncheon
- Anglican Parish of the Barcoo – Christmas Tree Festival
- Blackall RSL Subbranch – Remembrance Day 2026
- Blackall-Tambo Regional Council – Tambo Footpath Project

Community Bus

The Community Bus continues to be a successful partnership between Blackall-Tambo Regional Council and the Queensland Government. Below is a summary of the activity of the Community Bus for September.

Type of Use	Destination	Passengers
Health	Blackall to Longreach & return	**1**
Health	Blackall to Barcaldine & return	**2**
Greyhound bus connection	Blackall to Jericho	**1**
Total passengers		**4**

Council also took 2 passenger vehicles to replace the bus from Blackall to Jericho to connect to the Greyhound coach. The Bus was replaced by a vehicle due to circumstances beyond council's control. Council apologies if any inconvenience was caused. Council has had a second driver accredited by TMR.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Deliver assistance with support and excellence and understanding.
Operational & Governance Excellence - Provide each customer with an individual focused experience.
Operational & Governance Excellence - Ensure best practice in corporate governance.
Operational & Governance Excellence - Understand there are future implications for decisions made today.

Consultation (internal/external)

Director Organisational Performance
Group Manager Customer and Council Support Services
Customer Service Officers

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

1. 20261006 - Blackall Aquatic Centre Monthly Report September 2026 [**9.2.1.1** - 4 pages]

Blackall Aquatic Centre
Monthly Report September 26

Introduction

September was another busy and positive month at the Blackall Aquatic Centre, with the facility continuing to provide an important recreational and social space for the local community and visitors to the region. As temperatures began to rise with the arrival of spring, pool usage remained steady, with community members enjoying the warmer conditions and regular programs offered at the Centre. Tourist numbers also continued throughout the month, with travellers making use of the facilities during their stay in Blackall.

Average Pool Temperatures

Throughout September, the Blackall Aquatic Centre continued to maintain comfortable and consistent water temperatures as the weather began to warm with the arrival of spring. With warmer daytime conditions, the Main Pool temperature was adjusted accordingly while continuing to provide a comfortable environment for all users.

- **Main Pool:** Maintained between **30–32°C**, reduced from the higher winter temperature of approximately 34°C. This provided a comfortable swimming environment for Learn to Swim participants, recreational swimmers, families, physiotherapy and rehabilitation users, while better reflecting the warmer spring conditions.
- **Spa:** Consistently maintained between **38–40°C**, continuing to provide a warm and relaxing environment for hydrotherapy, rehabilitation, muscle recovery and general wellbeing.

The heated facilities continued to support strong participation throughout September across recreational swimming, fitness, Learn to Swim, rehabilitation and wellbeing activities. Adjusting the Main Pool temperature also marked the transition from the cooler winter months into the warmer spring and upcoming summer season.

Monthly Gate Entries

Patronage at the Blackall Aquatic Centre remained strong throughout September, with local residents and visitors continuing to make regular use of the facility. As the weather began to warm and the Centre transitioned from the winter season into spring, attendance remained positive across the month.

Gate entry figures for September were:

- **Season Passes:** 456 (697 August)
- **Adult Entries:** 1,921 (2,958 August)
- **Child Entries:** 673 (257 August)
- **Total September Entries:** 3,050 (3,912 August)

While overall gate entries decreased from August, September still recorded 3,050 visits to the Centre. Adult entries continued to represent the largest proportion of patronage, while child entries increased significantly from 257 in August to 673 in September.

September's figures continue to demonstrate the important role of the Blackall Aquatic Centre as a recreational, fitness and social facility for the community and visitors, with 3,050 gate entries representing a strong level of usage as the Centre prepared for the commencement of the summer season.

Every Week Events

Throughout September, the Blackall Aquatic Centre continued to offer a range of regular programs supporting fitness, water safety, skill development, wellbeing and community participation. With warmer spring conditions beginning across the region, participation remained positive as the Centre transitioned towards the upcoming summer season.

- **Nat's Coaching Clinics**
  Nat's swimming coaching continued throughout September, providing swimmers with opportunities to develop their swimming technique, fitness, confidence and overall ability in the water. Coaching sessions continued to be available by prior arrangement, allowing sessions to be tailored to participant needs and demand.
- **Amy's Learn to Swim**
  Amy's Learn to Swim continued to operate on Tuesday and Thursday afternoons and Saturday mornings throughout September. Participation remained strong, with local children continuing to develop essential swimming, water safety and confidence skills. Private lessons also remained available for swimmers requiring additional support or more individualised instruction.
- **Aqua Aerobics**
  Aqua Aerobics continued to be a popular regular activity throughout September, with classes providing participants with an enjoyable, low-impact way to maintain their fitness and wellbeing.

Overall, the continued participation across Learn to Swim, swimming coaching and Aqua Aerobics throughout September demonstrates the important role these regular programs play in promoting water safety, physical activity, wellbeing and social connection within the Blackall community.

Events that have been held

September was another productive and busy month at the Blackall Aquatic Centre, with the Centre hosting a number of important training and community events. These activities highlighted the Centre's ability to support not only aquatic recreation, but also professional training, community development and local sporting organisations.

- **First Aid Course**
  A First Aid Course was successfully held at the Blackall Aquatic Centre during September, providing participants with the opportunity to develop and update essential first aid knowledge and practical skills.
- **Full Pool Lifeguard Course**
  The Centre hosted a Full Pool Lifeguard Course, providing participants with the training and practical skills required to work safely and effectively within an aquatic environment.
- **Pool Lifeguard Refresher/Update Course**
  A Pool Lifeguard Refresher/Update Course was also held, allowing existing lifeguards to renew their qualifications, refresh essential rescue and emergency response skills, and remain current with aquatic safety requirements.

The Pool Lifeguard training was particularly well supported, with over 30 participants attending from across the Central West. This strong regional participation demonstrates the importance of providing accessible aquatic training opportunities within Blackall and highlights the Blackall Aquatic Centre's role as a valuable training facility for the wider region.

Hosting these courses locally provides participants with the opportunity to gain or renew important qualifications without the need to travel significant distances. It also supports the ongoing development of aquatic safety, first aid knowledge and a strong network of qualified lifeguard personnel throughout Blackall and Central West Queensland.

- **Blackall Junior Netball Club Presentation Day**
  The Blackall Aquatic Centre was pleased to host the Blackall Junior Netball Club Presentation Day, bringing together junior players, families, coaches and supporters to celebrate another successful netball season.

Hosting events such as the Junior Netball Presentation Day and regional training courses demonstrates the versatility of the Blackall Aquatic Centre as a venue for community celebrations, sporting organisations, professional training and recreational activities, while continuing to strengthen connections within Blackall and across the wider Central West region.

Upcoming Events –September at Blackall Aquatic Centre

As the Blackall Aquatic Centre moves into the **2026–2027 summer season**, October and the coming months will see increased activity at the Centre, with the return of school swimming programs, swimming carnivals and the commencement of the local swimming club season.

- **School Swimming Programs**
  The Centre is pleased to welcome back Blackall State School, St Joseph's Catholic Primary School and Longreach School of Distance Education for their school swimming programs. Students will participate in regular swimming lessons focusing on swimming skills, water safety, survival skills and confidence in and around the water.
- **School Swimming Carnivals**
  The Centre will also host upcoming school swimming carnivals, providing students with the opportunity to demonstrate their swimming skills, participate in friendly competition and represent their school. These events are always an important part of the summer swimming calendar and bring students, staff and families together at the Centre.
- **Barracudas Swimming Club – Summer Season**
  The Barracudas Swimming Club will commence its summer season at the Blackall Aquatic Centre. The return of the swimming club will provide local swimmers with further opportunities to develop their skills, improve fitness, participate in regular training and enjoy competitive and social swimming.

The return of school swimming and the Barracudas Swimming Club marks the beginning of another busy summer period at the Blackall Aquatic Centre, with the facility continuing to support water safety, swimming development, school sport and community participation across Blackall and the wider Central West region.

Maintenance & Repairs

Throughout September, ongoing maintenance and operational monitoring continued to ensure the Blackall Aquatic Centre remained safe, efficient and operating to a high standard. With the transition into the summer season and an expected increase in facility usage, several maintenance items require priority attention.

Key maintenance activities and operational updates during September included:

- **New Pool Cleaner – Urgent**
  A replacement pool cleaner is urgently required to support the daily cleaning and maintenance of the pools. With increased usage expected throughout the summer season, including school swimming, Learn to Swim, swimming club and general public use, having a reliable pool cleaner is essential to maintaining water and facility standards. An update on the replacement pool cleaner is required as soon as possible.
- **Heat Exchanger**
  The heat exchanger continues to operate at approximately half of its intended capacity. Further work will be required on the heat exchanger during the summer season to improve its efficiency and overall performance. The system will continue to be monitored closely, with maintenance and cleaning to be undertaken as required.
- **Lane Ropes – Urgent Follow-Up Required**
  An update is required regarding the previously ordered lane ropes. These are now becoming an urgent operational requirement with the commencement of school swimming programs, Barracudas Swimming Club activities and upcoming school swimming carnivals.

It would be appreciated if the status of the lane rope order could be confirmed as soon as possible to ensure they are available for the increased swimming activities scheduled throughout the summer season.

Purchases

To continue improving the safety, presentation and functionality of the Blackall Aquatic Centre, the following purchases, repairs and facility upgrades are being requested:

- **Shade Cloth Installation – Showground Boundary**
  Installation of shade cloth along the showground boundary remains a requested improvement. This would provide increased privacy for patrons, act as an effective windbreak and assist in reducing the likelihood of unwanted wildlife, including snakes, entering the facility. The additional screening would also improve the overall appearance and usability of this area of the Centre.
- **Amenities Block Upgrades**
  Improvements to the toilet and amenities block continue to be required, including:
  - Replacement of ageing toilet pans with new fixtures.
  - Purchase of materials to replace water-damaged wall linings, improving the safety, durability and overall presentation of the amenities.
  - General improvements to ensure the amenities remain functional, safe and presentable for patrons as facility usage increases throughout the summer season.
- **Shade Sail Covers – Tightening Required**
  The existing shade sail covers require tightening to ensure they remain secure, correctly tensioned and safe. With the Centre moving into the summer season and shade areas becoming increasingly important for patrons, it is recommended that this work be completed as soon as practicable.

These upgrades will assist in maintaining a safe, functional and welcoming facility for community members, school groups, sporting organisations and visitors throughout the upcoming summer season.

Cheers
Amy, Richard & Sam

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**9.2.2**
SUBJECT TITLE:	**People, Culture & Safety Report for September**
AUTHOR AND OFFICERS TITLE:	Jodie Richardson Group Manager People, Culture & Safety
AUTHORISING OFFICER:	Alison Lamb (Director of Organisational Performance), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:
This report provides Council with an update of the People, Culture and Safety Department outcomes for September.

Officer's Recommendation:

That the People, Culture and Safety Monthly Report for September be received and noted by Council.

Background

PEOPLE

Council is committed to fostering a culture where employees feel supported, valued and empowered to perform at their best, both safely and sustainably.

Strengthening our employees is not only critical to maintaining a safe and positive workplace, but also to driving long-term performance, innovation and organisational growth.

Staff Appointments

• Labourer/ Operator x 4	Blackall Town & Rural Services
• Labourer/ Operator x 1	Tambo Essential Services
• Casual CDO x 1	Blackall Lifestyle & Community Hub
• Labourer/Operator x 1	Tambo Roadworks
• Casual CDO x 1	Tambo Lifestyle & Community Hub
• Group Manager Assets, Special Projects and Governance	Tambo Organisational Performance

Internal Transfers

- Special Projects Officer reclassified as Tambo Community Development Officer
- Admin Allrounder reclassified as Executive Assistant (Team Leader)
- Labourer/ Plant Operator as Assistant Rural Lands Officer

Resignations

- Group Manager of Corporate Services, Assets & Projects.

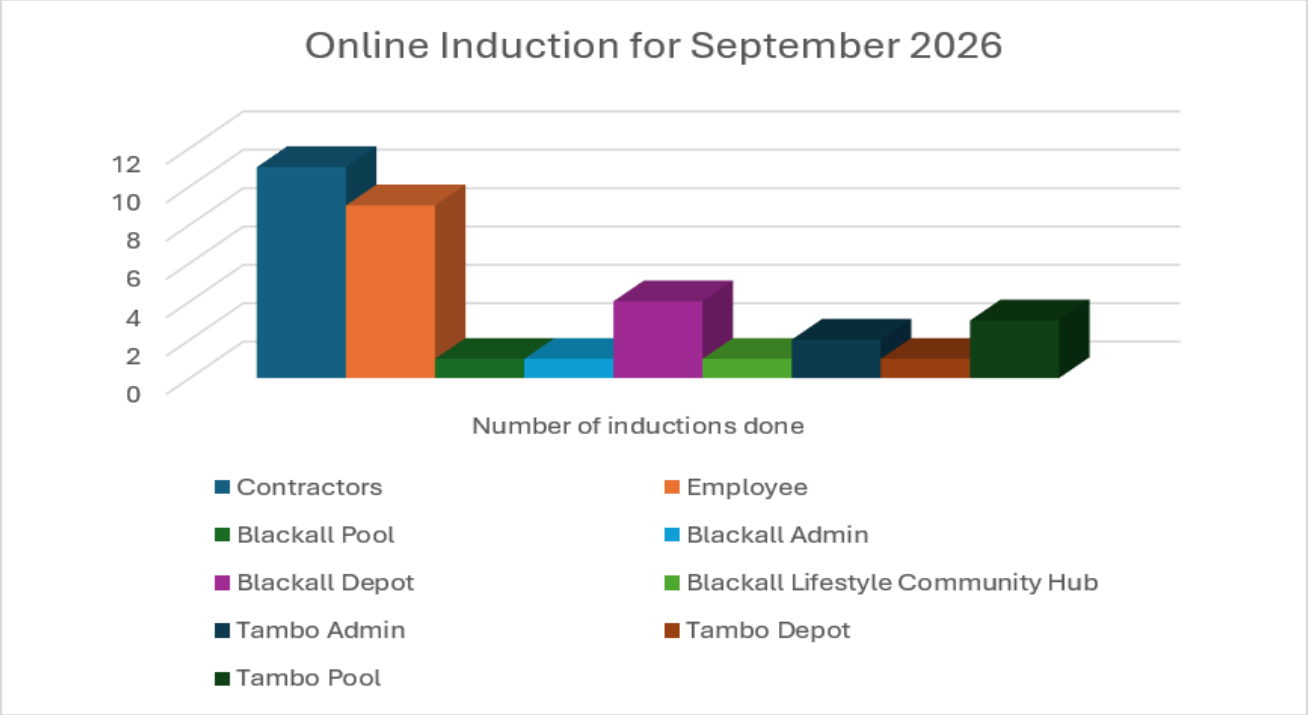
Council acknowledges and sincerely appreciates Andrea's hard work and commitment throughout her ten years of service. We wish her every success in her future career endeavours.

Manual Inductions

- Workcamp 5

Online Inductions Completed

- Contractors 11
- Employees 9
- Blackall Pool 1
- Blackall Admin 1
- Blackall Depot 4
- Blackall Lifestyle & Community Hub 1
- Tambo Admin 2
- Tambo Depot 1
- Tambo Pool 3



CULTURE

Council remains committed to fostering a workplace culture that is safe, inclusive, and supportive for all employees. Through a continued focus on staff wellbeing, workplace health and safety, legislative compliance, and organisational development, Council aims to create an environment where employees feel valued, respected, and empowered to perform at their best.

Building and maintaining a strong culture of safety, wellbeing and accountability remains a key priority of Council. This commitment is supported by proactive risk management, continuous improvement, and a shared responsibility among our leaders and employees to contribute to a healthy, respectful, and productive workplace.

The Council's culture is shaped by its core values, which guide behaviors, decision-making, and interactions across the organisation. These values support an inclusive and constructive workplace, strengthen relationships between teams and locations, and reinforce Council's commitment to continuous improvement, employee wellbeing, and strong organisational performance.

Council's values include:

- **INTEGRITY**: We uphold public trust by taking accountability for our actions and following through with our commitments.
- **SAFETY**: We prioritise the health, wellbeing, and safety of our staff, communities, and the environment.
- **COLLABORATION**: We work together and with our community to pursue shared objectives.
- **INCLUSIVITY**: We respect and embrace diversity in all forms, including culture, background, ability, and ideas.
- **EFFICIENCY**: We use resources responsibly and continuously seek to improve our processes.

SAFETY

Council remains committed to providing a safe, healthy, and supportive workplace for all staff. This includes a continued focus on achieving safety targets, meeting mandatory legislative requirements, and strengthening systems and practices that protect both physical and psychosocial health at work.

Council recognises that staff wellbeing is fundamental to a positive safety culture and is committed to fostering a workplace where people feel respected, supported and able to perform their duties safely and confidently.

Safety activities undertaken during this reporting period include:

- Conducted follow up regarding contractor incident at the Blackall Saleyards.
- Conducted safety inductions with four new operations employees, covering relevant Safe Operating Procedures (SOPs), Safe Work Method Statements (SWMS), risk assessments and incident reporting requirements.
- Briefed new flood damage road contractors on Council's safety expectations, including required documentation, personal protective clothing and evidence of relevant qualifications.
- Assisted with cleaning and organising the Blackall Ranger shed. No unlabelled chemicals were identified, representing a positive safety and compliance outcome.
- Received four Safe Operating Procedures from staff for amendment and finalisation as part of the scheduled review process.

Incident Log

A total of two (2) incidents were reported during September 2026. All affected employees have returned to normal duties.

- 17.09.2026 – An employee sustained a leg injury after walking into a stick concealed by long vegetation along the Tumbar Road. The employee initially sought medical treatment; however, no fragments were identified. When the wound subsequently became infected, the employee received further medical treatment to remove timber fragments and clean and close the wound. The employee has since returned to work.

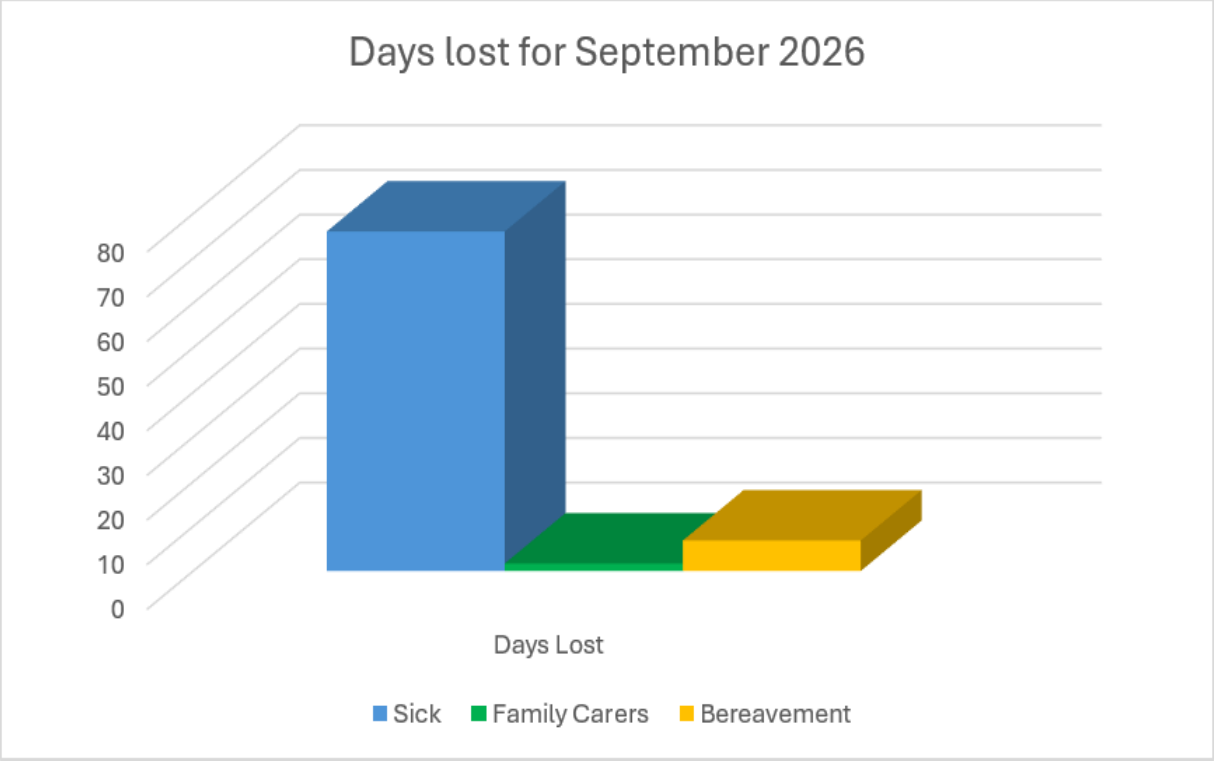
- 22.09.2026 – An employee sustained a pinch injury to the middle finger while removing a lid from a steel pod in the depot yard. The wound was cleaned and dressed, and the employee continued working.

Investigations and corrective actions are yet to be actioned due to Council's WHS Officer being on leave throughout the reporting period.

Sick Leave

- 84.49 days have been lost due to absence by staff for the month of September. There has been an increase of 15.35 days since the previous month.

- Staff absence determined as:
  - Sick Leave 76 days lost
  - Family Carers Leave 1.68 days lost
  - Bereavement Leave 6.81 days lost



Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.
Operational & Governance Excellence - Advocate to all tiers of government and the services sector to prioritise investment and support services in our region to ensure the needs of our communities are fulfilled.
Operational & Governance Excellence - Deliver assistance with support and excellence and understanding.
Operational & Governance Excellence - Provide each customer with an individual focused experience.
Operational & Governance Excellence - Ensure best practice in corporate governance.
Operational & Governance Excellence - Understand that there are future implications for decisions made today.

Consultation (internal/external)

Chief Executive Officer
Director Organisational Performance
Workplace Health & Safety Advisor
Workplace Health & Safety Administration Support Officer
Group Manager of Roadworks
Group Manager of Town and Rural Services
Payroll Group Leader/ Blackall Town Manager
Customer & Council Support Officers

Policy Implications

Nil

Budget and Resource

Nil

Implications

Nil

Attachments

Nil

OFFICER REPORTS	
COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**9.2.3**
SUBJECT TITLE:	**Town and Rural Services Report for September**
AUTHOR AND OFFICERS TITLE:	Greg Nicholls Group Manager Town and Rural Services
AUTHORISING OFFICER:	Alison Lamb (Director of Organisational Performance), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:
Overview of upkeep and maintenance of the townships of Blackall and Tambo.

Officer's Recommendation:
That Council receive the Town and Rural Services Report for September 2026.

Background

All parks and gardens are scheduled for regular servicing, maintaining and upkeep includes but not limited to cleaning, mowing, whipper snipping, weed control including spraying, roadside slashing, cleaning of gutters, hedging, watering, debris removal, slashing, street sweeping and so on.

Events - An emphasis on ensuring that booked venues or locations used for event/s are included in the maintenance/upkeep schedule in addition to business as usual. The team works closely with event organisers to ensure the readiness of these areas.

General scheduled maintenance is not noted in this report only exceptions.

TAMBO

- **Tambo Aquatic Centre**
    - The change rooms have been given a freshen up with repainted walls, flooring and repairs to the shower floors.

Handyman/Building Maintenance Team

- General building maintenance and repairs on various council houses is ongoing and carried out as required.
- Assistance with water infrastructure repairs and maintenance is carried out as required.

Projects

- The turf around the multi-purpose court has been installed and will need 2 to 3 weeks of intense watering to allow it to take root and establish. After this time the facility will be cleaned and ready for opening.

- Excess turf left over from the multi-purpose court was laid at the Tambo cemetery around the toilet block, plaque & columbarium walls.

Facilities

- **Tambo Racecourse**

  - Ongoing maintenance and gardening are carried out as required. Repairs were completed to rectify some water leaks from the sprinkler systems.

BLACKALL

Bark Park

- New seating was installed at Bark Park and the new rubbish bin enclosures were mounted on concrete slabs at each entrance, enhancing accessibility and convenience for visitors to the park.

Projects

- The replacement shade sails for Banks Park were installed in time for the upcoming summer period.

Town Crew

- Town street maintenance is ongoing.
- Pop-up sprinklers were installed near the entrance to the Showgrounds to assist with keeping the area watered and cutting down on having to manually move sprinklers around. The system is on timers and will activate automatically as required.
- A major clean-up at the Showgrounds after the recent Campdraft was required. Several truckloads of hay were removed and horse droppings were left around the facility.

- Repairs to damaged fencing was completed at the Rodeo Arena

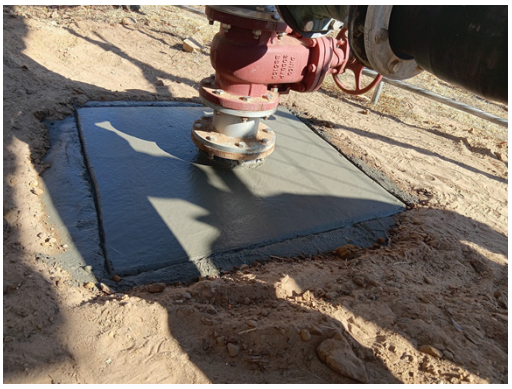
Maintenance Crew

- Required maintenance was carried out on 2 of the town bores with concrete slabs placed around the bore head pipe. This was flagged in a recent audit and the work has been completed.

Council Depot Bore

Before

After



Showgrounds Bore

Before

After

- Several faded street signs around town were identified as requiring replacement. These were ordered and replaced as required. Some examples are shown below.

Rubbish Dump

- Sims Metal have advised that they are willing to travel out and remove the scrap metal from both Blackall and Tambo rubbish dumps. Details are being negotiated.

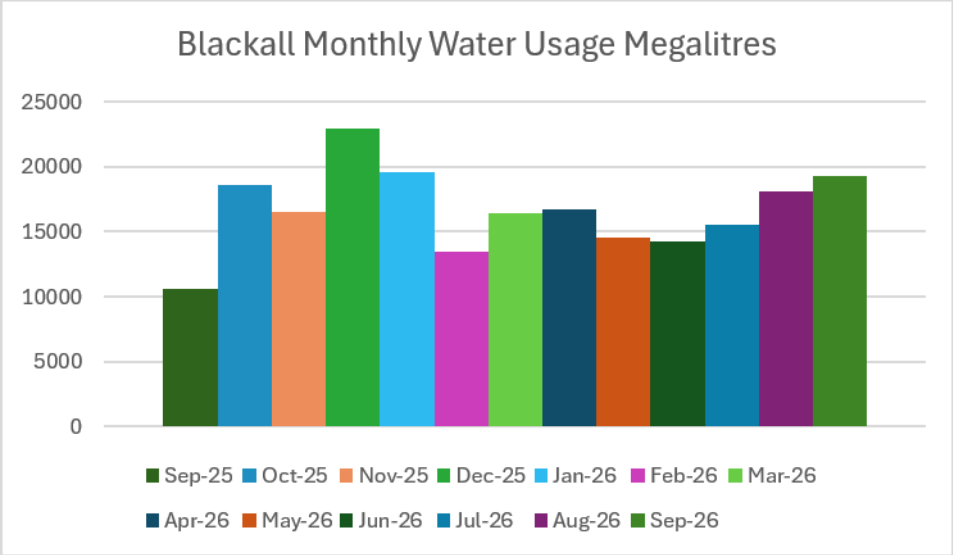
Monthly Water Consumption Comparison

Blackall

Bore Usage

Bore Usage Totals	ML
Depot Bore	5152
Leek Street Bore	7257
Showground Bore	6900
Monthly Total Consumption	**19309**

Description	Number
After Hour Call-outs - Water	**1**
Broken Mains/Services	**4**
Private Works	**1**
Sewage Line Repairs	**5**
Sewage Tank Pump-outs	**0**
After Hour Call-outs - Sewer	**0**

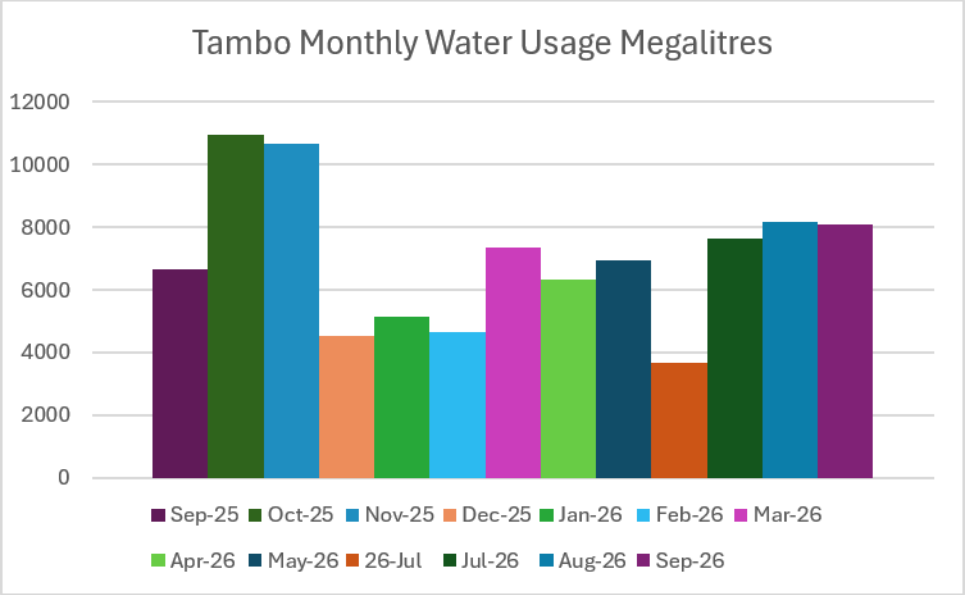


Tambo

Bore Usage Totals

Description	ML
Top Bore	3648
Depot Bore	2498
Town Bore	681
Fill Point	1257
Monthly Total Consumption	**8084**

Description	Number
After Hour Call-outs	**1**
Broken Mains/Service	**3**
Private Works	**0**
Sewage Line Repairs	**0**
Sewage Tank Pump-outs	**0**



Consultation (internal/external)
Chief Executive Officer
Director Organisational Performance
Group Manager Town and Rural Services

Policy Implications
Nil

Budget and Resource Implications
Nil

Attachments
Nil

OFFICER REPORTS
COUNCIL MEETING DATE: Wednesday 14 October 2026
ITEM NO: **9.2.4**
SUBJECT TITLE: **Roadworks Report for September**
AUTHOR AND OFFICERS TITLE: Matthew Richardson Group Manager Roadworks
AUTHORISING OFFICER: Alison Lamb (Director of Organisational Performance),
Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential) N/A

Summary:

The Road Works report includes Transport & Main Roads (TMR) projects; Works for Queensland (W4Q); Residential Activation Funding (RAF) projects; Disaster Recovery Funding Arrangements (DRFA); Queensland Reconstruction Authority (QRA) Work Package 3 funding projects; Flood Reconstruction of Essential Public Assets (REPA) Events and Visual Mapping of progressing works for August is presented to Council.

Officer's Recommendation:

That Council receive the Road Works report for September 2026.

Background

TMR Projects

Blackall Tambo Road – Landsborough Highway – ch 0.94km - ch 5.38 km	
Project Budget	$3,853,791.04
Project Status	
Project Scope	Widening and Rehabilitation of pavement
Monthly Progress	Package 1 and 2 has been priced, which covers: ▫ detour construction; ▫ gravel to hardstand finished and ▫ Supply of culverts has been awarded to JTCox ▫ Tenders to be called for the installation of culverts.
Project Completion	TBA
% Complete	10%

General RMPC (Road Maintenance Performance Contract) FY 2026 - 2027	
Project Budget	$ 2,581,219.00
Project Status	
Project Scope	A conditional agreement has been signed for 2026 - 2027 maintenance as required on the National Highway and State-Controlled Network within the BTRC.
Monthly Progress	Pothole patching, sink holes, guidepost and reinstate signs.
Project Completion	July 2027
% Complete	20%

Contract Number CN-24761 Project Number 3445342 DRFA Reconstruction work Blackall to Adavale Rd	
Project Budget	$ 5,000,000.00
Project Status	
Project Scope	Heavy /Medium formation grading various chainages, Gravel re-sheeting various chainages and 3km pave and sealing.
Monthly Progress	Gravel replacement
Project Completion	September 2026
% Complete	99%

Ring Road at Blackall Show Grounds	
Project Budget	$ 150,000.00
Project Status	
Project Scope	Pave and seal Ring Road around the arena and drainage pipe.
Monthly Progress	Road constructed and sealed. Pipes installed on drainage structure
Project Completion	September 2026
% Complete	100%

Precinct sealing	
Project Budget	
Project Status	
Project Scope	Double seal on road and car park. Line marking on road and car park.
Monthly Progress	Line marking of car park and road completed.
Project Completion	September 2026
% Complete	90%

Residential Activation Fund

Footpath Kerb Channeling – Tambo, Charles/ Queen Elizabeth Street. RAF Round 1	
Project Budget	$ 405,000.00
Project Status	
Project Scope	Construction of kerb and channel Charles Street Tambo.
Monthly Progress	Tender awarded to NQES to construct footpath along Queen Elizabeth Street and around corner onto Charles Street past pumping station.
Project Completion	April 2027
% Complete	80%

TUMBAR ROAD TIDS	
Project Budget	$ 400,000.00
Project Status	
Project Scope	Pave and seal Tumbar Road (Jump up) 3km x 6mtr wide.
Monthly Progress	Pave and seal completed; signage installed.
Project Completion	September 2026
% Complete	100%

Terrick Road Rehab	
Project Budget	$ 130,000.00
Project Status	
Project Scope	Rehab existing pavement, surface correction and seal.
Monthly Progress	Surface correction, pavement rehab, and seal.
Project Completion	September 2026
% Complete	100%

2026/2027 Budget Projects

TIDS project – Tumbar Road
Terrick Road Rehab R2R Funding
W4Q – St Andrews, Violet, Bedford Streets Kerb, Channel and Gutter sealing
R2R – Myrtle Street Kerb, Channel and Gutter sealing

Disaster Recovery Funding Arrangements (DRFA)

QRA Work Package 3 – Additional funding	
Project Budget	$ 213,900.00
Project Status	
Project Scope	1. Guardian finalised. 2. Drainage Schematic for Blackall and Tambo. The funding from these projects has been combined and approved by QRA to complete the Blackall and Tambo Drainage Schematic Designs which will provide council with complete details on drainage infrastructure and will be completed by Lackon. Engaging hydrologist to complete schematics
Monthly Progress	Drainage Schematics are being undertaken by Lackon.
% Complete	100% Guardian 50% Drainage Schematic (November Completion)

QRA 2024/2025 Event	
Project Budget	$ 23,573,991.34
Project Status	
Project Scope	DRAFT: 012105 / DRAFT: 011624 Flood Reconstruction of Essential Public Assets (***REPA***) relating to the 2024 / 2025 Event. This is a DRAFT submission.
Monthly Progress	Draft submission prepared for pending finalisation. Expenditure – Nil at this stage.
Project Completion	30th June 2027 (TBC)
% Complete	0% construction

QRA 2023/2024 Event	
Project Budget	$ 16,297,505.41
Project Status	
Project Scope	BTRC.0028.2324U.REC / BTRC.0027.2324U.REC Flood Reconstruction of Essential Public Assets (***REPA***) relating to the 2023 / 2024 Event.
Monthly Progress	Works are well underway. Expenditure to date - $7,893,645.11 Extension of time has been requested.
Project Completion	Forecast completion – 31st December 2026
% Complete	75% Works, 50% Acquittal photos.

QRA 2021/2022 Event	
Project Budget	$ 41,078,549.00
Project Status	
Project Scope	BTRC.0021.2122J.REC / BTRC.0018.2122J.REC / BTRC.0020.2122J.REC / BTRC.0019.2122J.REC Flood Reconstruction of Essential Public Assets (***REPA***) relating to the 2021 / 2022 Event.
Monthly Progress	Works completed. BTRC to acquit. Final claims are in progress. Estimated 10% released on completion of acquittal. **Close out submission now lodged.**
Project Completion	June 2026
% Complete	95% Acquittals in progress

Requests for Action

Town Request 2 Solved 2
Rural Request 0 Solved 0
TMR Request 0

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Continue to develop and improve processes that deliver value and provide efficiencies for the community.
Operational & Governance Excellence - Understand there are future implications for decisions made today.
Financial Strength, Infrastructure & Projects - Commit to maintaining strong asset management, and fiscal sustainability.
Financial Strength, Infrastructure & Projects - Effective road and street infrastructure investment to accomplish maintenance priorities and development opportunities.

Consultation (internal/external)

Chief Executive Officer
Chief Financial Officer
Director Organisational Performance
Group Manager Environment, Health and Compliance
Group Manager Town and Rural Services

Policy Implications

Nil

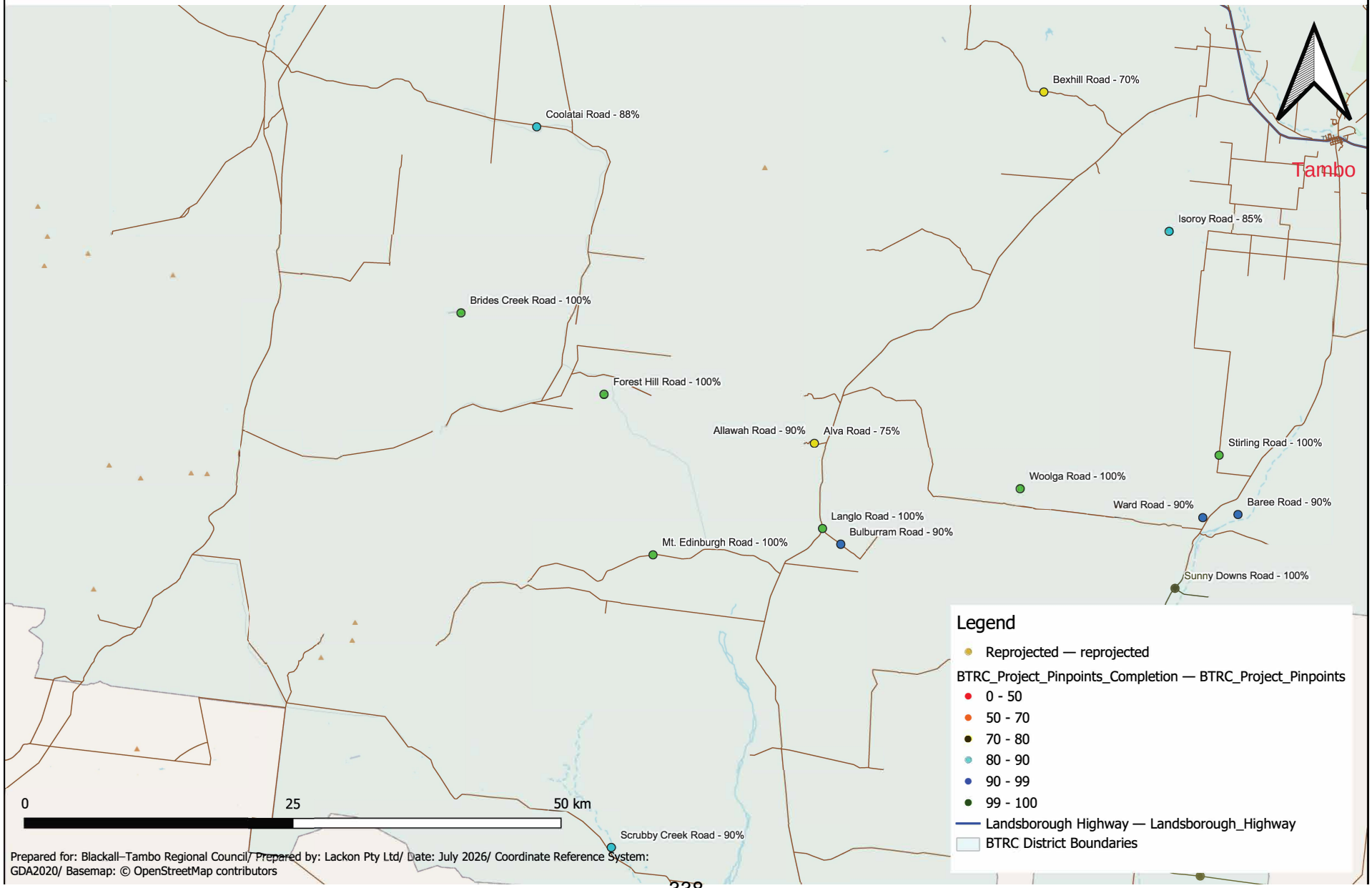
Budget and Resource Implications

Nil

Attachments

1. FINAL MAP 1 SEPT [**9.2.4.1** - 1 page]
2. FINAL MAP 2 SEPT [**9.2.4.2** - 1 page]
3. FINAL MAP 3 SEPT [**9.2.4.3** - 1 page]
4. FINAL MAP 4 SEPT [**9.2.4.4** - 1 page]
5. FINAL MAP 5 SEPT [**9.2.4.5** - 1 page]
6. FINAL MAP 6 SEPT [**9.2.4.6** - 1 page]

LACKON **BLACKALL–TAMBO REGIONAL COUNCIL ROADWORKS DELIVERY STATUS – September 2026** Blackall-Tambo Regional Council



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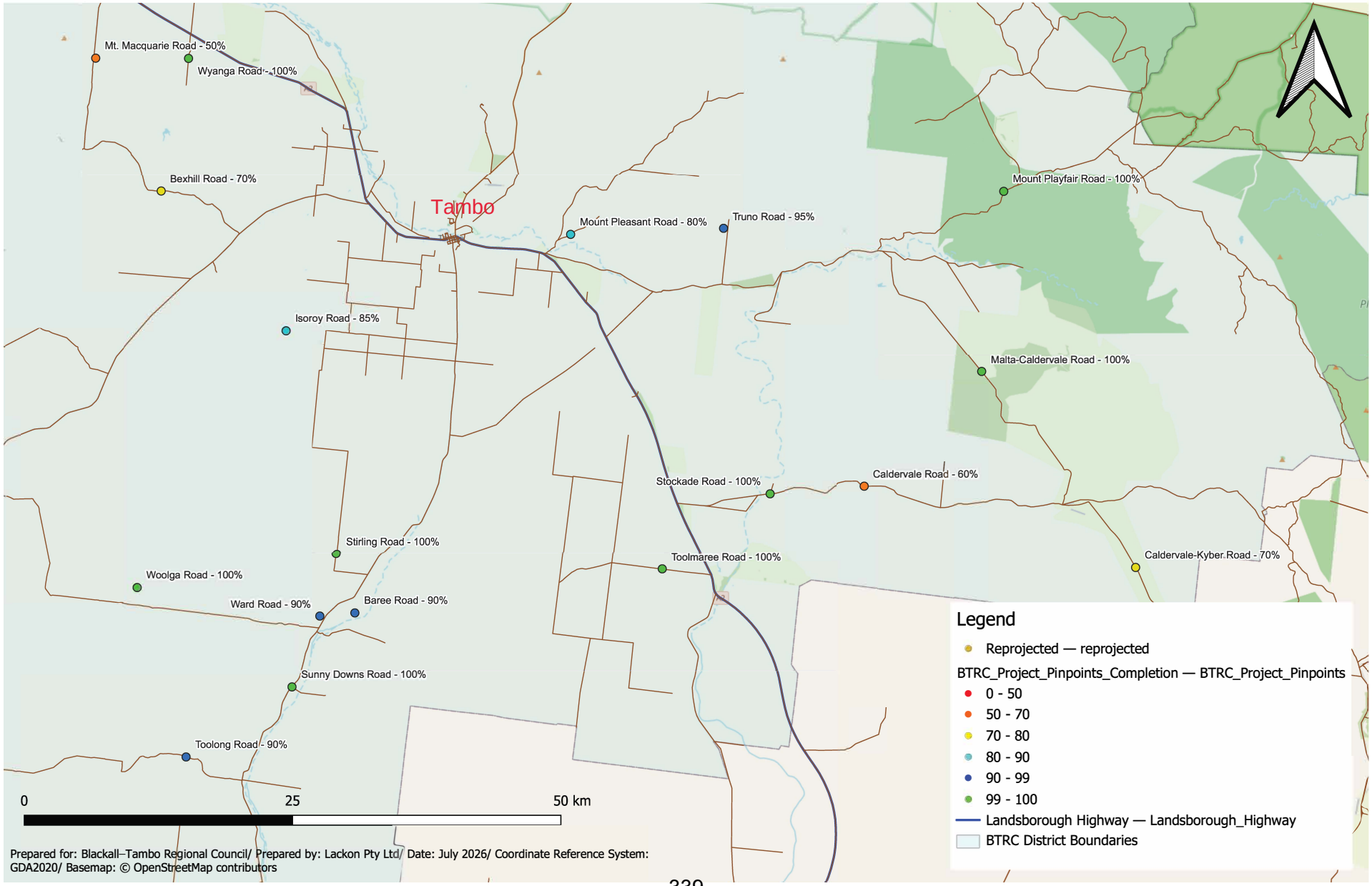

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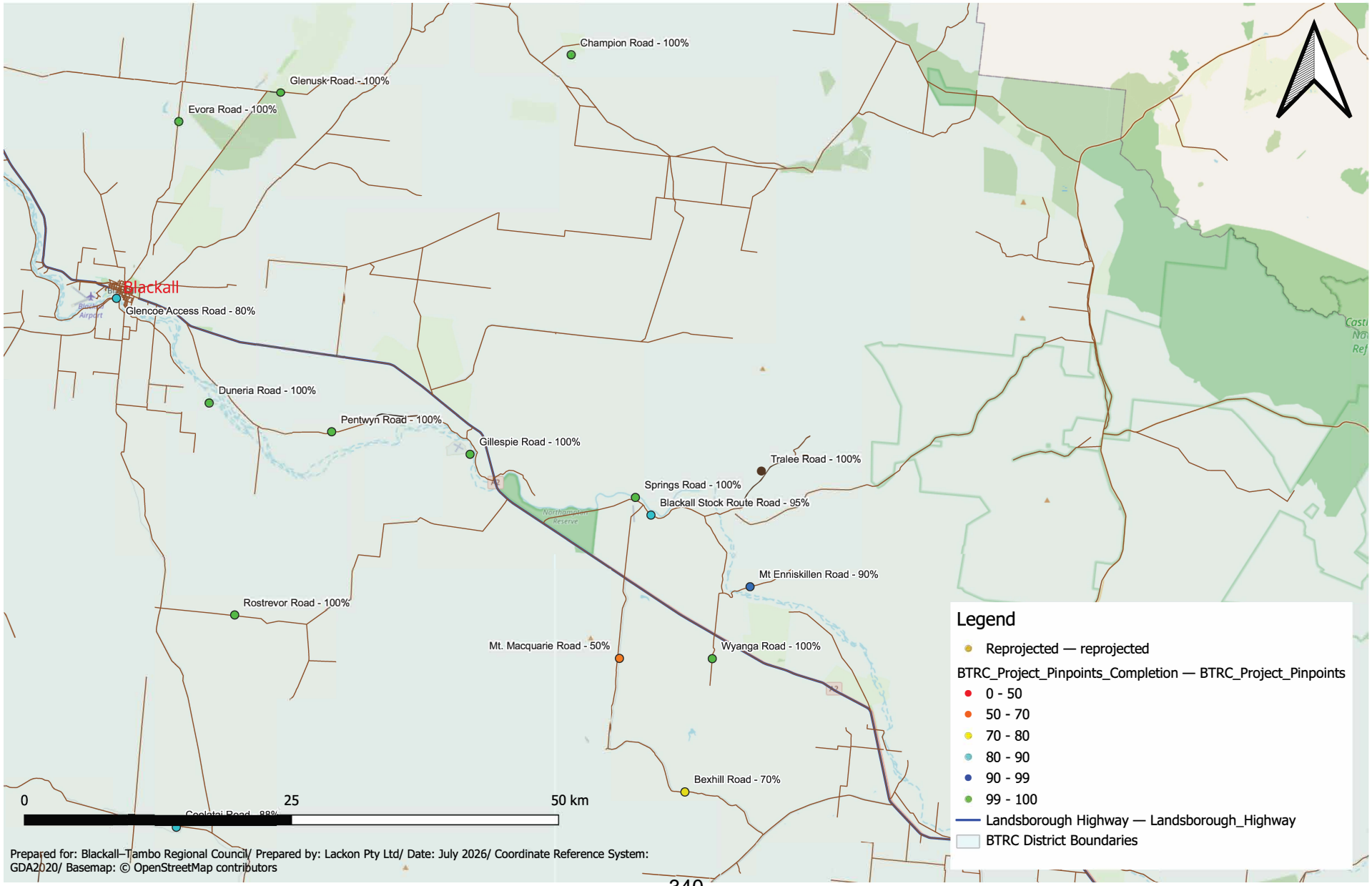

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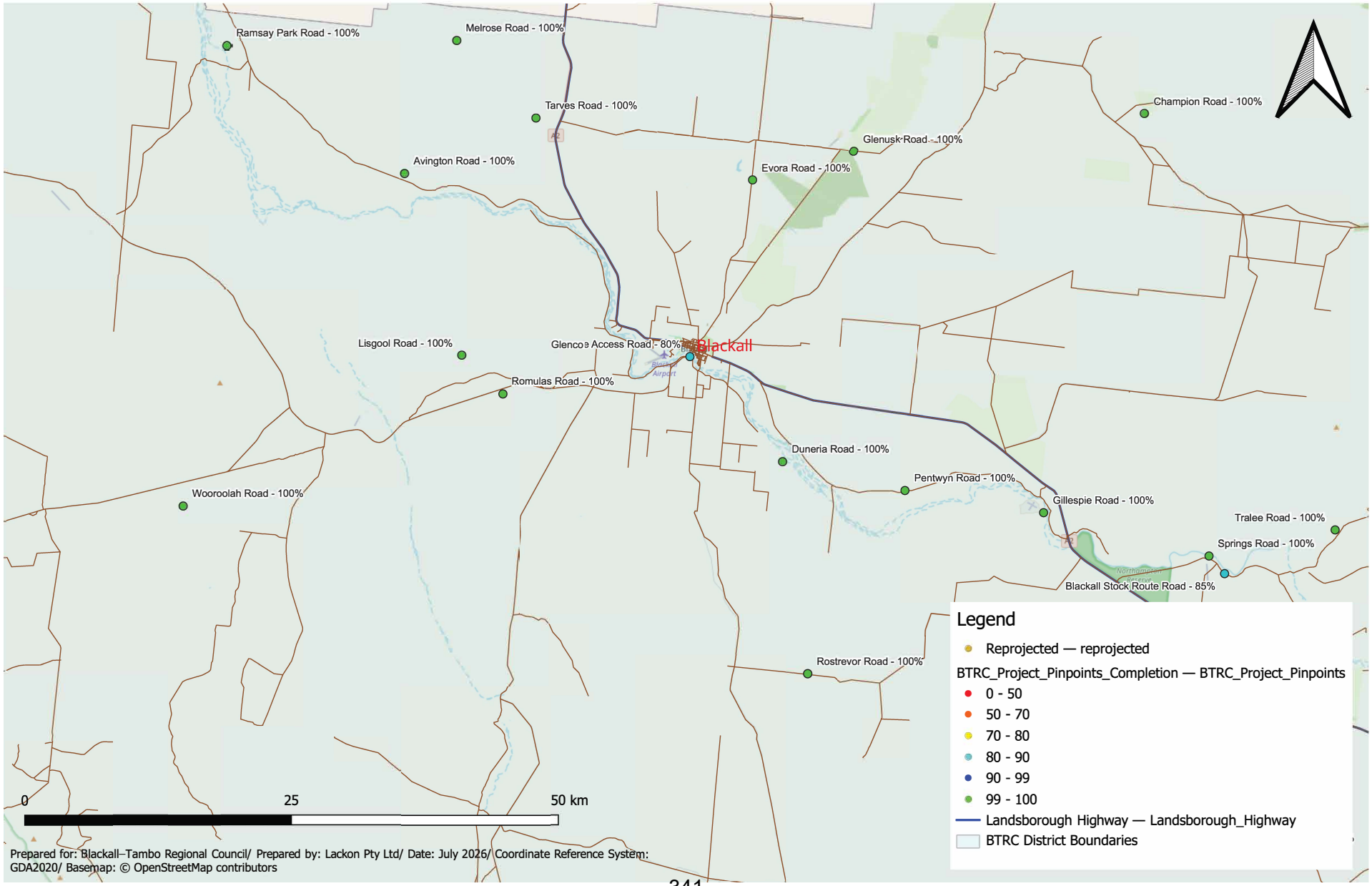
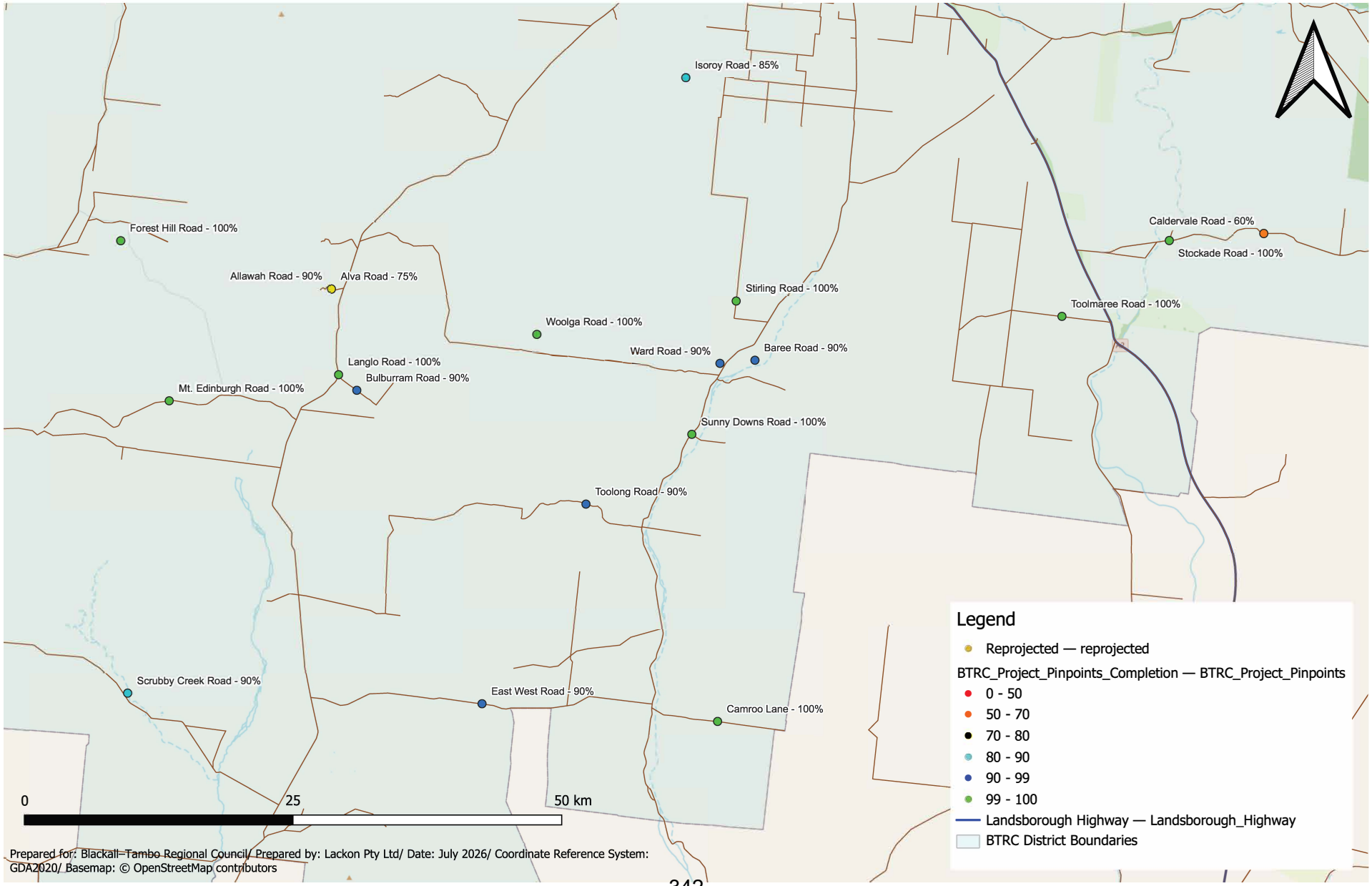


BLACKALL–TAMBO REGIONAL COUNCIL ROADWORKS DELIVERY STATUS – September 2026



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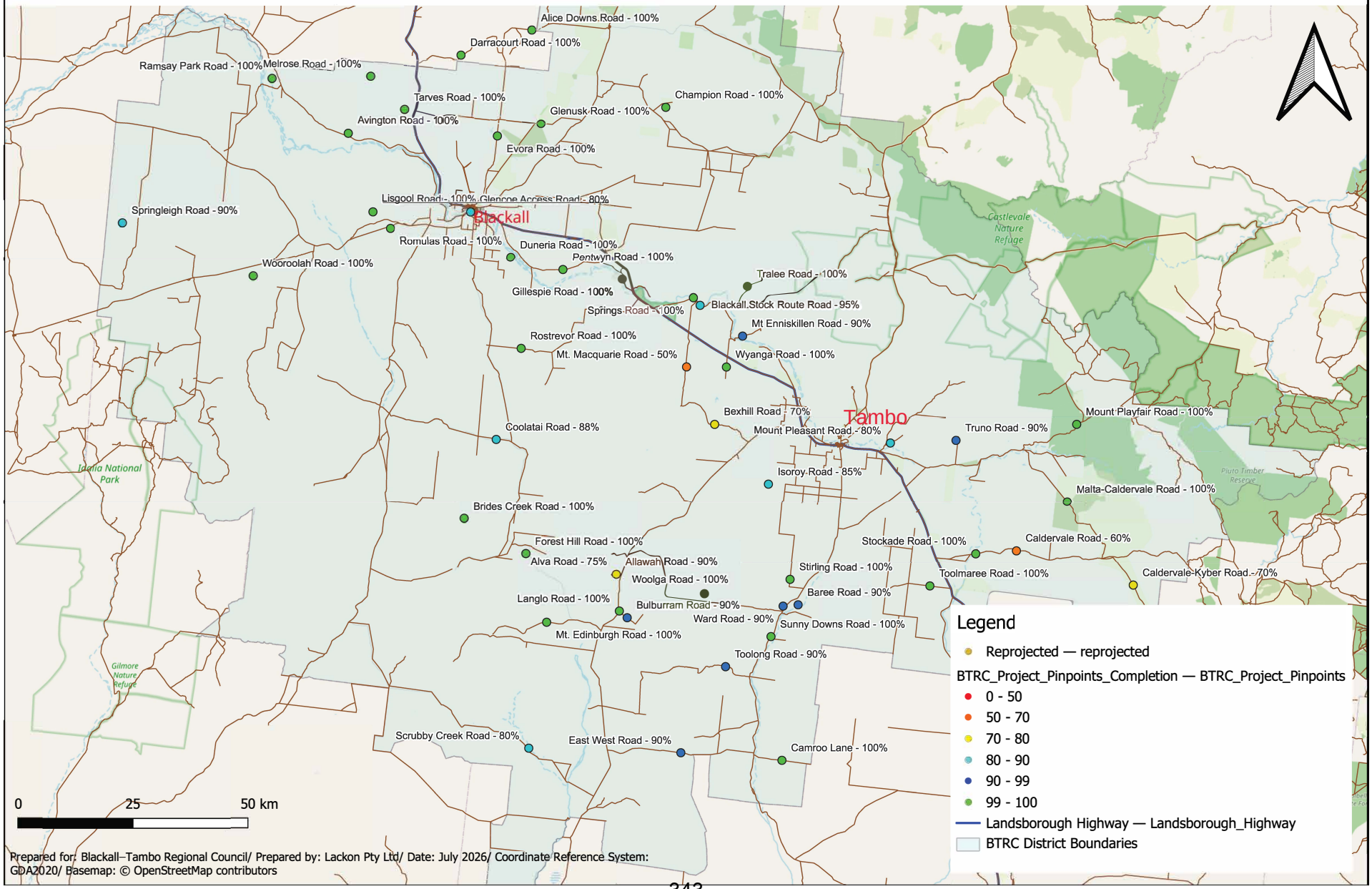

Prepared for: Blackall–Tambo Regional Council/ Prepared by: Lackon Pty Ltd/ Date: July 2026/ Coordinate Reference System: GDA2020/ Basemap: © OpenStreetMap contributors

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**9.2.5**
SUBJECT TITLE:	**Manager Environment, Health and Compliance Report for September**
AUTHOR AND OFFICERS TITLE:	Wesley Phillips Environmental Health Officer
AUTHORISING OFFICER:	Alison Lamb (Director of Organisational Performance), Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The Environment, Health and Compliance branch is a required, public facing function of Council, the branch has direct contact with residents and visitors on a continuous basis. The officers deal with customer requests, licencing, impounding, animal control, pest management, vector control, stock route management, quality drinking water and many other aspects of Council's service provision.

Officer's Recommendation:
That the Environment, Health and Compliance September report be received.

Background

The Environmental Health Officer (EHO) continues in the Acting Manager, Environment, Health and Compliance role until further notice.

Matthew Baillie has joined the team as a Land Protection/Regulatory Services Officer and is currently undertaking training and becoming familiar with varied actionable jobs.

A Biosecurity Peacetime Exercise conducted by DPI in Barcaldine and attended by the Council Ranger and I.

Wild dogs
There have been 4 wild dog bounties claimed for the month of July in Tambo and 9 in Blackall.

Animal Management & Local Laws

- Several emails and phone consultations were received throughout the month on a range of topics and advice or actions followed.
- **Blackall** - an application to Occupation of a Temporary Dwelling was sent to Landowner.
- **Blackall** - an inquiry received regarding grazing cattle on Council land and an application was sent to the customer.
- Provided dangerous dog information and received a call back request at the home address. Matter remains ongoing.
- Information letter sent to property owner regarding Overgrown Allotment.
- Horses encroaching on neighboring property complaint received.
- **Tambo.** An excessive number of horses were being kept on a property within the residential town zone, spoke with owner of horses and provided an information letter, which included keeping of animal application (KAA) form.

- **Blackall**. Complaint received regarding odour from the keeping of horses in a town area, spoke with owner of horses and tried to find alternative solutions. KAA form was submitted and assessed. Horses have been temporarily relocated to town common.
- **Tambo** - Permit to Occupy Conditions sent to customer regarding land modification inquiry. Advised customer to contact Natural resources as the permit issuer.
- PPE Acquired for Staff for the use of chain saws.
- **Tambo** - Permit to occupy inquiry received. Called customer and discussed their inquiry. Forwarded the customer a copy of the conditions that apply to the permit to occupy.
- Request to install a water trough at the Rangers paddock sent to depot works manager.
- **Blackall** - a commercial Use of Roads Application was received, assessed and issued.

Training Courses attended:

- Authorized Persons Training
- Investigating dog attacks Training.

Governance:

- Updated keeping of animals application form.
- Updated destocking application form (town common).
- With the influx of the Indian Myna Bird, which is breeding rapidly and destroying Australian wildlife, Council has purchased some traps and created a trap hire form.

General Weed Control:

- Inspected Gum Holes Reserve for Sticky Florestina however, no Sticky Florestina was found. Rubbish had been left in the area and was collected and disposed of appropriately.
- Sprayed Sticky Florestina around Ivanhoe truck stop toilet.
- Sprayed Florestina in and behind Tambo Council Depot
- Inspected Parkinsonia on the Coolibah walk that had been sprayed
- African Box Thorns at Rocky have been eradicated
- Sprayed Sticky Florestina at the Tambo Dump
- Took GPS point of the Giant Rats Tail grass.
- Sprayed more trees on the Mt Playfair Road
- Read Queensland Invasive Plants and Animals Strategy 2025-2030
- Attended ‘Pimelea Poisoning in Cattle’ webinar and read booklet for additional information.
- Report of Sticky Florestina at Tambo Sports Club
- Received an email requesting an explanation on the Cochineal insect and how it affects the Coral cactus.
- Sprayed Isisford Road boundary back to 3 kms from Blackall both sides for mimosa and 2 Prickly Acacia plants growing in slashed area along road.
- Sprayed along Emmet Road for mimosa - 4.5 kms one way from intersection with Isisford Road.
- Checked mother of millions in front of Killarney Park and Tumbar Road in Devenish, all areas have the bug active, my understanding is the ‘bug’ is called the African Shrip.
- All weeds above 4 inches have been sprayed along Tumbar Road.

- Inspected 4-Mile water hole on a report of Parkinsonia plants on the opposite bank. Found a batch of 25 plants with 1 dead, a batch of 20 plants with 2 sick plants,
- A dying tree with 9 plants, another tree dying with 20 plants and 3-foot plant growing well.

- Resources created maps:

    - one for Sticky Florestina and
    - one for declared weeds

Stock Route:

- Completed Facility Audits for 12 Mile, Metowra and Forest Park
- Forwarded Swan Hill Meter reading to financial services.
- Took photos of Eastwood water facility
- Read Stock Route fencing specifications
- 30 head on Gum Holes Reserve 25/09
- 130 cows and calves on Burra Burra Reserve 30/09

Stock Route Water Facilities :

- 18-mile Tank (Lansdowne facility):

  Removed dead animal from north tank and cleaned silt from both tanks, removed dried mud from around both taps and" t" piece between the tanks, then put water back into tanks separately to locate leak.

  Pipeline and taps checked and are sound, the leak was found to be coming from the side of north tank. Still to repair tank when water is pumped out.

- Cut 2 trees down growing against the north tank wall and sprayed weed eat around the tanks and windmill. Noted that the dam is very low.

Audit:
A full audit of all facilities and assets along the stock route has commenced.

The audit for the following facilities have been completed:

BILLABONG	TARVES
BLACKALL	TARVES 2
NORTHAMPTON	THE PONDS
SWAN HILL	UANDA
TAMBO	5 MILE

Several other facilities have been inspected; however, the audit is not complete.

Town Common:

- Attended the common committee meeting. The dates decided for the muster are the weekend of the 3rd and 4th of October.
- Edited ‘Blackall town common application’

- Checked the 3 Mile and 6 Mile waterholes
- Cleaned 4 troughs on the Tambo Common
- Cleaned 3-pound yard troughs
- Fixed, turned on and rotated pound yard sprinklers
- Approved application for 2 horses.

Other Information / Actions:

- Pig and feral goat populations have been identified as high along Ward Road and further investigations are underway. Ongoing

Environmental Health:

- DWQMP Meeting and Regulator approval of DWQMP.
- Community notification of Blackall Clay Target Club event.
- TN400 Turbidity Meter calibration inquiries sent to several companies.
- Designated Smoking area information request received. Created an information page for customer/s to follow. Shared information with customer.
- Attended SWIMS Tool meeting.
- Met with council administration support who are providing assistance and controlling the data entry into the SWIMS Tool. This will improve reportability to the water regulator.
- Annual drinking water tests re-taken and sent to Toowoomba labs, due to incorrect sample bottles being provided to Council.
- Attended DPI Biosecurity Peacetime Exercise in Barcaldine with Cr Jane Scobie.
- Sent horse brands to DPI for identification. Ongoing.
- Shared Great Artesian Basin Rehabilitation Program Grant information.

Food Related:

- Received a range of emails and phone calls regarding food related enquires and responded accordingly.
- Meeting arranged with Lifestyle and Community Director and Manager to discuss necessary Food Vendor Information retention to assist with requirements to ensure community safety and food handling requirements due the various events held throughout our region.
- Food Safety Qld Allergen Survey was completed.
- Food Safety Qld Annual local government reporting for activities under the Food Act was completed.
- Received from Qld Health a demand notice for information and responded accordingly to the Department.
- Free basic food safety training links were sent to Admin to send to all Licensed food businesses in our region. Ongoing
- License renewals have been sent out to all licensed food businesses. Final reminder notices have been sent to the remaining businesses.

Waste Management:

- Completed the 2026 Annual Recycling and Waste Survey.
- Landfill Fire Reports were created and one of the three was forwarded to DESTI.

- Tambo landfill complaint received regarding fly management. Legislative information was shared with Council administration support team explaining why this issue is not investigated by Council.

Pest Management:

- 2 cats and 1 dog were humanely disposed of.
- 1080 Baiting program dates are as follows:
  - 27th October to 2nd November 2026.
- 1080 Baiting Participation Information sheet created for Landowners will be distributed to participating landowners.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Operational & Governance Excellence - Ensure a safe and healthy environment for communities to live, work and play by providing a safe and healthy workplace where improvement, innovation and initiative are fostered and supported.
Operational & Governance Excellence - Minimise waste, introduce recycling opportunities and achieve sustainable management practices through the implementation of improved environmental management strategies.
Operational & Governance Excellence - Provide quality, safe and reliable water for the needs of businesses and households.
Operational & Governance Excellence - Educate, encourage and foster responsible pet ownership.
Operational & Governance Excellence - Proactively respond to biodiversity loss, climate change and natural hazard risks by incorporating climate change and natural disaster mitigation in the operation and improvement of council facilities and assets.

Lifestyle & Community
Deliver effective community information, communication & education programs to encourage participation in Council business & to enhance the region's livability.

Consultation (internal/external)

Chief Executive Officer
Councillors
Mayor
Chief Financial Officer
Group Manager Environment, Health and Compliance
Environmental Health Officer
Rural Lands Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

Nil

OFFICER REPORTS

COUNCIL MEETING DATE:	Wednesday 14 October 2026
ITEM NO:	**9.2.6**
SUBJECT TITLE:	**Planning and Development Report for September**
AUTHOR AND OFFICERS TITLE:	Gayle Richardson Customer and Council Support Officer - Building & Planning
AUTHORISING OFFICER:	Alison Lamb (Director of Organisational Performance) Mike Lollback (Chief Executive Officer)
CLASSIFICATION (if Confidential)	N/A

Summary:

The Planning and Development Report provides a summary of building applications, planning and development activities in the Blackall-Tambo Regional Council area.

Officer's Recommendation:
That Council receives the Planning and Development Report for September.

Background

Building Applications

There were no building applications approved in September 2026.

Planning

No new applications have been lodged since the last monthly report. Two applications are currently under assessment, one application was withdrawn and one application is not properly made.

A copy of the full report from Council's Town Planner is attached to this report.

Link to Corporate Plan

Organisational Performance & Financial Sustainability
Community, Environment & Heritage - Consider and protect the heritage value of buildings and places in all new development.
Community, Environment & Heritage - Explore opportunities to increase dwelling availability and promote affordable housing in the region.
Operational & Governance Excellence - Understand there are future implications for decisions made today.

Consultation (internal/external)

Chief Executive Officer
Rates Officer
Town Planners

Policy Implications

Nil

Budget and Resource Implications

Nil

Attachments

1. Blackall-Tambo Monthly Report - September 2026 [**9.2.6.1** - 3 pages]

MONTHLY REPORT (SEPTEMBER 2026)

This information report provides a monthly update on the planning services that Council provides to support planning and development activity across the local government area.

1. DEVELOPMENT ASSESSMENT

No new applications have been lodged since the last monthly report. Two applications are currently under assessment and one application is not properly made.

1.1	Council reference:	DA 37-2025-2026
	Application:	Development Permit for Operational work
	Street address:	112 Rose Street, Blackall
	Property description:	Lot 7 on B13853
	Day application was made:	15 June 2026
	Category of assessment:	Code
	Public notification required:	No
	Applicant:	Jason Yaxley
	Status:	Under assessment

An application has been made by Jason Yaxley seeking a Development Permit for Operational Work for earthworks at 112 Rose Street, Blackall, formally described as Lot 7 on B13853.

The proposal involves filling the site and the addition of retaining walls to the boundary. The applicant has advised that 750m^3 of fill will be trucked to the site with the level of the land to be raised by approximately 750mm.

The site is in the Township zone by where Operational Work is subject to Code assessment. The application is under assessment. A Further advice notice was sent to the applicant requesting further information including Earthworks plans, Hydraulic Engineers report and details about retaining walls.

Council is waiting on a response to the Further advice notice.

1.2	Council reference:	DA25-2025-2026
	Application:	Development Permit for a Material Change of Use for a Special Industry (Wool scour facility) and Environmental Relevant Activities (ERA 40(2) and ERA 63 (1a)(i))
	Street address:	126 Evora Road, Blackall
	Property description:	Lot 2 on SP351530
	Day application was made:	09 March 2026
	Category of assessment:	Impact
	Public notification required:	Yes
	Applicant:	Queensland Wool Processors Pty Ltd (QWool)
	Status:	Decision stage

An application has been made by Queensland Wool Processors Pty Ltd (QWool), seeking a Development Permit for a Material Change of Use for a Special Industry (Wool scour facility) and Environmental Relevant Activities (ERA 40(2) and ERA 63 (1a)(i)) over land at 126 Evora Road, Blackall formally described as Lot 2 on SP351530.

The proposal involves a Woolscour that will process up to 14,000 tonnes of Australian raw merino wool to produce up to 9,100 tonnes of scoured woold and 1,200 tonnes of wool grease. The Woolscour will have a gross floor area of approximately 13,800m^2. The proposal will be supported by a five-megawatt solar system and a wastewater treatment system. Access to the site will be via a new left and right turn from Evora Road.

The project is required to be referred to the State Assessment and Referral Agency (SARA) for impacts on the state-controlled road network, vegetation clearing and environmental relevant activities.

The site is in the Rural zone by where a Special industry is subject to Impact assessment. The application has been referred to SARA and Council has issued an information request seeking information on clearing, landscape buffers, road works and operational aspects of the proposal. The applicant has responded to Councill's and SARA's information requests.

Public notification finished on 7 August 2026. SARA has now provided its referral agency response, and the application is in the decision stage. The application will be considered at the October General Council Meeting.

1.3	Council reference:	TBD
	Application:	Development Permit for Reconfiguring a Lot (1 lot into 2 lots)
	Street address:	34 Ivy Street, Blackall
	Property description:	Lot 11 on SP102369
	Day application was made:	24 July 2025
	Category of assessment:	Code
	Public notification required:	No
	Applicant:	Crown and Thistle Assets as the Trustee for C & T S Self-Managed Super Fund
	Status:	Not properly made - awaiting payment

An application has been made by Crown and Thistle Assets as the Trustee for C & T S Self-Managed Super Fund, seeking a Development permit for Reconfiguring a Lot (1 lot into 2 lots) over land at 34 Ivy Street, Blackall formally described as Lot 11 on SP102369.

The proposal involves reconfiguring the exiting lot to create two lots. Proposed lot 1 will retain the existing house and have an area of 942m^2 and proposed lot 2 will be vacant with an area of 788m^2.

The site is in the Township zone by where reconfiguring a lot is subject to Code assessment. Council is awaiting payment before assessment can commence.

2. GENERAL PLANNING SERVICES, ENQUIRIES AND ADVICE

2.1 CUSTOMER REQUESTS

The following customer requests have been received and responded to since the last monthly report:

PLANNING ENQUIRIES			
Date received	**Customer Details**	**Details of Enquiry**	**Status**
11/09/26	Landowner	Proposal • Council received an enquiry about commercial egg production. Planning details • The site is in the Rural zone. Advice • Commercial egg production is defined as Intensive animal industry • Intensive animal industry is subject to Impact assessment in the Rural zone • Impact assessment is the highest level of assessment and requires public notification and is subject to third party appeal rights • Impact assessment requires the lodgment of development application to Council • Despite being Impact assessable Intensive animal industry is an acceptable use in the Rural zone • It is recommended that any operation is sited to be a minimum 1,000m from a sensitive land use (e.g. dwelling house) • If the operation involves more than 1,000 but less than 200,000 birds the application will also require an environmental authority approval from the State government.	Closed
PLANNING AND DEVELOPMENT CERTIFICATES			
Date received	**Customer details**	**Type**	**Status**
Nil			
SURVEY PLAN APPROVALS			
Nil			
EXEMPTION CERTIFICATES			
Nil			

10 Close of Meeting

11 Confidential Reports

Nil